

# The Rotarian

AN INTERNATIONAL MAGAZINE

June/1985

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# NEWS RELEASE

## 3M



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RTM 6/85

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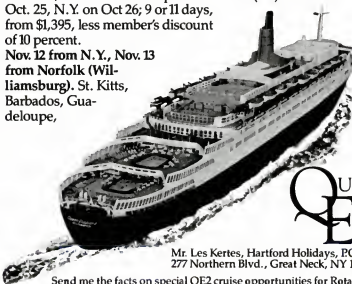
**Oct. 15 from N.Y., Oct. 16 from Philadelphia.** St. Thomas, San Juan, St. Maarten; return to Philadelphia on Oct. 25, N.Y. on Oct 26; 9 or 11 days, from \$1,395, less member's discount of 10 percent.

**Nov. 12 from N.Y., Nov. 13 from Norfolk (Williamsburg).** St. Kitts, Barbados, Guadeloupe,

St. Thomas; return to Norfolk on Nov. 22, N.Y. on Nov. 23; 9 or 11 days, from \$1,395, less discount. **Dec. 21 from N.Y., Dec. 23 from Port Everglades.** St. Thomas, Guadeloupe, Barbados, Grenada, Caracas (La Guaira), Bonaire; return to Port Everglades on Jan. 2, N.Y. on Jan. 4; 10 or 14 days, from \$2,395, less discount.

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This One

**CUNAR**



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**Mindful of the ambitious effort of the Polio 2005 program of Rotary International and its goal of eradicating polio by the organization's centennial, Gini Laurie, chairman of the Gazette International Networking Institute, sent us the following letter: "Many years ago, the *Rehabilitation Gazette*, our international journal for polio survivors and other disabled persons, was mentioned in THE ROTARIAN. As a result, we heard from disabled readers around the world and made many valued friends.**

**"Now we would appreciate THE ROTARIAN's help again. We are concerned with the late effects of polio which are beginning to affect about 20 percent of the estimated 300,000 middle-aged polio survivors in the United States and an unknown number worldwide. The survivors affected are experiencing pain, fatigue, and weakness. The cause is unknown. The survivors are frustrated. Their physicians are puzzled.**

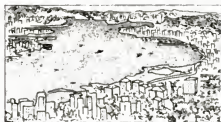
**"To inform physicians, polio survivors, and the general public, we have edited and published the 'Handbook on the Late Effects of Poliomyelitis for Physicians and Survivors.' We are anxious to place it in the hands of polio survivors and their physicians to quell fears and to disseminate positive information."**

**The March of Dimes Birth Defects Foundation has purchased 5,000 handbooks to distribute to their chapters. Rotary clubs can also obtain the book by writing us at: 4502 Maryland Avenue, St. Louis, Missouri 63808, U.S.A.**

**Not long ago, when Rotarian Robert O. Beadles, M.D., of Colorado Springs, Colorado, U.S.A., was sorting through some memorabilia, he**

**found a 'make-up' card which had been sent to his home club and then returned to him as a souvenir of his attendance at that meeting. Here is his story: "We were in Phnom Penh, Cambodia, in March 1970, and staying at the Le Royal Hotel. Noting that the Rotary club met there, I was able to 'make up' at the meeting of 11 March. I am of the opinion that that probably was the last Rotary club meeting held in Phnom Penh, as within a few days the country was closed to outsiders and the events leading to the communist takeover ensued.**

**"As I could not speak French, I did not understand much of the program. However, I sat next to a man from the Australian embassy, and he informed me that he was going home the next day on leave.**



**"We had no idea of the explosive situation that existed save that as we were riding through the city in one of the three-wheeled bicycle conveyances, we went through a rather large crowd of demonstrators and police. Not until we arrived in Hong Kong a few days later did we read that what we had so inadvertently witnessed was the demonstration or attack on the North Vietnamese embassy. We also learned that the Australians had withdrawn their representatives from Cambodia, so my companion at the meeting was not just going on a vacation, as I had assumed. We had an interesting time in Cambodia, having visited Siem Reap and the great ruins of Angkor Wat and Angkor Thom prior to going to Phnom Penh. A trip up the Mekong River with visits to various villages specializing in fishing, pottery, weaving silk, etc., made a most interesting time.**

**"As we were among the last few tourists to visit Cambodia, and inasmuch as I think that I attended the last meeting of the Rotary Club of Phnom Penh and was the only American there, I thought that you**

**might be interested in this documentation of my visit."**

**During the past year the R.I. staff has been saddened by the deaths of two of its members: Charles Sutton on 27 October 1984, and Denise Aghion on 2 February 1985. They were well known to many Rotarians through correspondence and their attendance at numerous international assemblies and conventions.**

**Charles, a staff member since 1971, was a senior writer in the Publications Department of the Communications Division. Charles was responsible for the development and revision of a great variety of publications in several languages. He was best known to Rotarians through his work at the international assemblies, where, for a number of years, he produced special presentations and served as stage manager.**

**Denise Aghion, a staff member for 15 years, was the supervisor of the R.I. Translations section and chief translator in the French unit. Denise was best known to Rotarians for her simultaneous interpretations in French at the international assemblies and her supervision of the credentialing booth at many conventions.**

*Will White*

—WILL WHITE, FOR THE EDITORS



**The Object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:**

**FIRST. The development of acquaintance as an opportunity for service;**

**SECOND. High ethical standards in business and professions; the recognition of the worthiness of all useful occupations, and the dignifying by each Rotarian of his occupation as an opportunity to serve society;**

**THIRD. The application of the ideal of service by every Rotarian to his personal, business, and community life;**

**FOURTH. The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional men united in the ideal of service.**



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Cover illustration by George Roth

## manager's memo

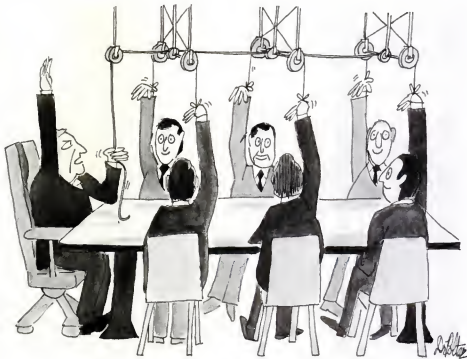
### Managing complaints

A "complaint system that is easy to use, accessible, responsive, and credible" creates a positive—and productive—work environment, says Mary Rowe of the Massachusetts Institute of Technology (Cambridge, Massachusetts, U.S.A.) in the *Personnel Advisory Bulletin*, a publication of the Bureau of Business Practice in Waterford, Connecticut, U.S.A. Rowe, a prominent researcher on employee grievances, adds that "a good complaint system can pay for itself very quickly if it keeps even one expensive-to-recruit professional from leaving."

In contrast, lack of an effective grievance system is "an invitation for unions to start organizing," David Ewing, managing editor of the *Harvard Business Review* and author of "Do It My Way or You're Fired," asserts in the same article.

Drawing on the expertise of Rowe and Ewing, the *Personnel Advisory Bulletin* outlines the essential features of an effective company grievance system:

- **Communication.** A system should keep people informed and explain the rationale behind the rules, minimizing causes for complaints.
- **Counseling.** Easy access to an ombudsperson or employee relations professional with whom employees can confidentially discuss concerns and develop options for dealing with them.
- **An information-gatherer.** Research by the complaint-handler can help determine whether there's cause for the complaint and may also point out techniques for correcting the problem.
- **Conciliation.** The complaint-handler should talk separately with the employee and the perceived source of his or her complaint, helping each to see the other's point of view.
- **Mediation.** Discussion with both parties and the complaint-handler should focus on solutions to the problem. At this point, or sooner, the



"All those in favor . . ."

complaint may be put into writing.

- **Arbitration.** Mary Rowe points out that "people usually won't trust mediation unless arbitration is also available. Companies should have at least one system for the adjudication of complaints."

Both Rowe and Ewing stress the importance of maintaining confidentiality and preventing retaliation in a grievance system. "The biggest difficulty," Rowe explains, "is getting people to come forward with their problems in the first place. Fear of reprisal is the most important reason people hesitate." She adds that a publicly stated no-retaliation policy is effective in alleviating fears.

In addition, the *Bulletin* article suggests that grievance procedures should include:

- **Redundancy.** "In order for the system to work properly, there must be redundancy . . . more than one place to go for each of the complaint system's several functions," says Rowe. A variety of options available to employees allows them to choose the route with which they feel most comfortable.
- **Structured informality.** Emphasis should be on the merits of personal contact and open communication. Many companies, including Tektron-

ix of Beaverton, Oregon, U.S.A., encourage workers to do as much problem solving as possible themselves by speaking to their supervisors. Ewing adds that discussions should be "more like a conversation than a court procedure."

- **Prompt action.** Action to resolve a problem should be taken immediately and results should be visible. The key to credibility, Rowe says, is responsiveness. "People need to see changes resulting from the system."

• **Management support.** Workers won't believe there's any point in using a complaint system if the chief executive officer can overturn decisions at will, says Ewing. "Without the backing of the president, the whole thing goes down in flames."

A company establishing a grievance procedure or reviewing an existing one should develop "multiple channels for solving problems as they occur. The emphasis should be on problem solving rather than on arbitrating," Rowe contends, and "on management and employees working together."

Reprinted with permission from *Personnel Advisory Bulletin* and the *Bureau of Business Practice*, Waterford, Connecticut, U.S.A.

## trends

### Good waste goes to fuel

Industrial solvents, waste oils, PCB's. Mix them together—with coal, no less—and burn them as fuel, and you would be sure to catch an environmentalist's wrath.

The Norcem Cement plant near Oslo, Norway, is doing just that. But instead of polluting the air, it is using toxic waste cleanly and efficiently as a fuel to fire its large kilns. What's more, the Norwegian government endorses the practice as a safe, cheap way of disposing of dangerous chemicals.

Burning waste material has enabled Norcem to cut its energy costs by 20 percent. According to the firm, the kilns, which burn at least at 1,450 C (2,640 F), give off no wastes into the atmosphere.

Norcem has been trying to sell the process in the U.S., but to no avail. Though it has been tested and approved by the U.S. Environmental Protection Agency, the EPA says opposition from state and local governments has made U.S. cement manufacturers leery. Proponents, however, argue that burning toxic waste in a cement kiln is better than any other means of disposal and keeps the material out of dumps and landfills.

In the meantime, Norcem faces an ironic problem at home—finding enough hazardous material to burn in meeting its full fuel capacity.

### A barometer for bankruptcy

A firm should be able to tell as much as five years in advance whether it is headed for bankruptcy, says a Purdue, Indiana, U.S.A., management professor. Dr. Christine V. Zavgren has developed a financial model that companies can use to reasonably forecast if "going under" is in the cards. The model is based on her comparison of financial statements of 45 firms before they failed with those of a like number of surviving firms.

Dr. Zavgren says the model is 70

percent accurate in predicting a firm's pending bankruptcy as much as five years in advance. Within one year, the accuracy rate is 90 percent, she says.

"One year is too late for a sick company to turn itself around," Zavgren observes, "but five years of warning can give it enough time to change the way it's managed—and perhaps survive."

Bankruptcy "crystal balls" are nothing new. Financial analysts, business consultants, and banks

use formulas for forecasting bankruptcy on a limited basis to assess companies' business soundness.

"But these models typically can predict financial disaster for a firm only about a year or two before it happens and with less accuracy for earlier years," she contends.

Key in predicting bankruptcy is the debt/equity ratio, or the amount of debt a company has in relation to the cash value of its common stock.

"The bankrupt firms had consistent-

*[\[continued on page 10\]](#)*

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In the agreement students pledge to call their parents any time a sober ride isn't available. In return, parents agree to come and get them "any hour, any place, no questions asked, and no argument at that time." Incidentally, parents also agree not to drive when they've had too much to

drink. You see it works both ways.

And it works.

Since its founding in 1981, SADD has opened 8,000 chapters in high schools all over the world. In that same time, the number of alcohol-related deaths among 16 to 20 year olds has dropped from 6,241 a year to 4,200—an impressive 33%.

Statistics like these really add up to something. Which is why Utica National Insurance Group is reprinting the Contract. And urging you not just to cut it out. But to make copies of it and send it out. To friends, relatives, schools, clubs—everyone you know. Tell them to put their names on the line. So their lives won't be.

Because even though we insure lives, do you really want us to pay off on yours?



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## **CONTRACT FOR LIFE**

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\_\_\_\_\_  
Signature

Parent:

I agree to come and get you at any hour, any place, no questions asked and no argument at that time, or I will pay for a taxi to bring you home safely. I expect we would discuss this issue at a later time.

I agree to seek safe, sober transportation home if I am ever in a situation where I have had too much to drink or a friend who is driving me has had too much to drink.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

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## Readers speak out on that term 'Rotary Ann'

**EDITORS' NOTE:** In our Sound Off column in February we published the comments of two Rotarians on the use of the term "Rotary Ann": Both felt that the expression is anachronistic and even embarrassing to the modern-day Rotarian's wife. Not all our readers agreed. Here are excerpts, pro and con, from some of their letters.

• The Sound Off essays concerning use of the term "Rotary Ann" have sparked discussion anew within our membership. We are making plans for the 1986 district conference and that term is much in use for our district functions. It is probably true that the degree of antipathy to the use of "Rotary Ann" varies with the geographical location of the club and/or with the size of the club and/or with the age of the Rotarian's wife and/or with the social status of the wife. In any case, it is a very real complaint from a significant number of Rotarians' wives.

When the practice was begun it was a sheer stroke of genius. A man became a Rotarian and the natural step, without being demeaning in the least, was for his partner to be a "Rotary Ann."

But today, yes, it can be demeaning.

—KENNETH ERICKSON, *Rotarian*  
Duluth, Minnesota, U.S.A.

• After reading the letters from William J. Commerford and Dan Davidson, I was in full agreement with the idea of doing away with the term "Rotary Ann." I then presented a motion to our club's board of directors to discontinue use of the term. I

am pleased to announce a unanimous decision by our board in favor of the motion.

—JAMES L. TOPE, *Rotarian*  
Phoenix-Camelback, Arizona, U.S.A.

• What a lot of fuss over the name "Rotary Ann." In the same manner that "lion" and "lioness" distinguish male from female, "Rotarian" and "Rotary Ann" can be looked upon in the same vein.

—JULIAN C. HOYLE, *Rotarian*  
Gull Lake Area, Michigan, U.S.A.

• Those two Rotarians rather surprised me with their somewhat vicious attack on "Rotary Anns."

Being a member of the Rotary club is an honor and a privilege [for my husband]. Therefore, being a "Rotary Ann" is an honor and a privilege [for me].

I see no reason for such a furor. We are proud to be wives of Rotarians, and to help where we can.

"Bury us"—not a chance!

—MRS. LLOYD W. JONES  
Wife of Rotarian  
Parsons, Kansas, U.S.A.

• With all due deference to Messrs. Commerford and Davidson, I, for one, disagree with the need or desirability of discontinuing use of the term "Rotary Ann" as a collective reference to Rotarians' wives. Since joining Rotary over 25 years ago, I have always felt this to be a clever play on words: the men are "Rotarians"—the wives, "Rotary-Anns." If it is so degrading and offensive, why then should we men not be equally insulted to be collectively referred to as "Rotarians"?

—BATES THOMAS, *Rotarian*  
Dalton, Georgia, U.S.A.

• The correspondence regarding the term "Rotary Ann" struck a chord. When I first heard it on being invited to join the Rotary Club of State College last spring, I thought it stupid, chauvinistic, and a little demeaning. My wife, bless her, tolerates it, but I will not use it myself.

—GEOFFREY L. WILSON, *Rotarian*  
Associate professor  
State College, Pennsylvania, U.S.A.

• "Rotary Ann" is the language of Rotary and has nothing to do with personal names. In Rotaryese, it's the way a Rotarian has of telling his spouse that he recognizes the value of her service to Rotary when he introduces her to another Rotarian as, "my Rotary Ann." This is the same as selflessly giving her the credit for his service contributions to Rotary. In my opinion, this is the highest compliment a Rotarian can pay his wife. To "de-Ann-i-fy" Rotary is to defame the woman who is unselfishly sharing her husband with Rotary.

—JOHN E. BRUEGGER, *Rotarian*  
Management consultant  
Oak Ridge-Breakfast,  
Tennessee, U.S.A.

• Blessings on the heads of William J. Commerford and Dan Davidson [Sound Off, February]. My husband has been a Rotarian for almost 15 years, and I have always found the title "Rotary Ann" offensive and belittling.

I admire the work of the Rotary clubs and look forward to the day the group admits businesswomen. Surely you won't call their spouses "Rotary Andies."

—ISABEL B. STANLEY  
Wife of Rotarian  
Johnson City, Tennessee, U.S.A.

• Recently I wrote a brief history of the Fayetteville, Tennessee, Rotary club, which is celebrating 50 years of service. It was so comfortable, descriptive, and space saving to use the name "Rotary Ann." As an amateur historian, I have attempted for several years to coin another name more suitable. I have been a proud Rotarian for more than 41 years and, I assure you, we love and respect our wives tremendously. During these 41 years I have heard no one criticize, belittle, or argue that "Rotary Ann" was not a lovely, warm name for our wives.

—REUBEN CRAWFORD, *Rotarian*  
Retired dentist  
Fayetteville, Tennessee, U.S.A.

• As a soon-to-be-wife of an active

[\[continued on page 13\]](#)

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Now available in this issue of *The Rotarian Magazine* is a special half price rate program for those travelers to enjoy substantial savings of 50% off hotel expenses and stay at the best accommodations at participating leading hotels, motels and luxury resorts that include Marriotts, Sheratons, Holiday Inns, Stouffers, Ramada Inns, Howard Johnsons, Travelodge, plus many others.

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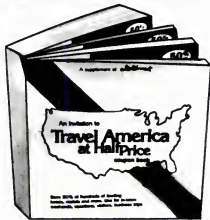
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[continued from page 5]

ly used much more debt in relation to their common stock than the healthy firms," Zavgren points out. Overstocked inventories and underinvestment in capital equipment are other indications a firm is headed for trouble.

Who can benefit from Zavgren's bankruptcy barometer?

Companies, banks, investors. But so far, she adds, her research has covered industrial companies only. Different models need to be developed for retailers, utilities, and other types of firms.

### It's wood, but it won't burn

Picture a fire starting anywhere in your home, and you have the makings of a real nightmare.

But picture that same home built to prevent a fire from spreading and you'll rest a lot easier.

Pure fantasy?

Not according to the Koppers Company of Pittsburgh, Pennsylvania, U.S.A. The firm has come out with a fire-retardant treatment for construction lumber and plywood—good news both to buyers looking to

build new homes and homeowners wanting to make room additions.

The treatment is called "Dricon" and is based on the use of special chemicals that are pressed into the wood in large steel cylinders. Dricon helps insulate the wood from being ignited, thereby preventing a fire from spreading. Moreover, the firm says, the wood doesn't produce nearly as much smoke as regular lumber, nor is the smoke more toxic.

Although Dricon has been approved by Underwriters Laboratories, it is fresh on the market and few lumberyards have yet to stock wood treated with the process. For more information, write Koppers Co., 1900 Koppers Building, Pittsburgh, Pennsylvania 15219, U.S.A.

### Anti-cavity vaccine stops plaque

In as little as three to five years, children may be immunized against dental cavities, just as they are against polio and whooping cough. That's what Dr. Roy Curtiss III, chairman of biology at Washington University, St. Louis, Missouri, U.S.A., is predicting. The researcher

says he has found a way to keep the bacteria responsible for tooth decay from sticking to teeth, and believes the breakthrough will lead to an effective anti-cavity vaccine.

Dr. Curtiss and his research team are focusing on *Streptococcus mutans*—the bacterium that accumulates on teeth to form plaque. They've discovered which proteins on the surface of *S. mutans* allow it to attach to teeth. The vaccine developed by Dr. Curtiss produces antibodies that cause *S. mutans* to drift instead of adhering to and damaging teeth.

When perfected, the vaccine will probably be taken by children in pill form. The vaccine may also prove effective on adults, if given in conjunction with a dentist's thorough teeth cleaning.

More research, however, lies ahead. Says Michael Russell, assistant professor of microbiology at Washington University, "Some questions have been raised about the safety of streptococcal vaccines in general, especially in relation to heart and kidney damage."

Assuming a safe oral vaccine against cavities can be produced, will it give sugar addicts the green light to splurge on soft drinks and candy?

"No," Dr. Curtiss says. Instead, he emphasizes, "There are a lot of reasons for good oral hygiene besides the prevention of cavities. Regular brushing, fluoride treatments, and flossing would still be necessary to keep your breath fresh, your teeth white, and your gums healthy."

Item by Paul Dusseault

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## executive health

### Beware the sun

BY RICHARD D. STEWART, M.D.

Deep within the human race is a fascination with the sun. Primitive man worshipped it as a god—modern man retains a wisp of this tradition and delights to bathe in its beneficial rays. But too much of a good thing can be harmful, and sun exposure is no exception.

The ultraviolet component of sunlight has the potential to damage skin. We have all experienced the pain of sunburn following over-exposure, especially at those times when we lack a protective tan. But sunburn is only a temporary problem—it's prematurely aging skin and skin cancer that must be avoided.

Repeated exposure to strong sunlight breaks down the elastic tissues in the skin, causing it to age prematurely. A 35-year-old "sun worshipper" can look in a mirror and see a face that is 10 years older than the chronological age of the rest of the body. Once the ugly wrinkles of old age are present, a beautiful tan only accentuates their presence.

Another serious problem with excessive sun exposure is the development of actinic keratoses (precursors of skin cancer) and skin cancer itself. More common among fair-skinned individuals, an estimated 400,000 cases of skin cancer occur in the U.S. each year. Most, if detected early, are curable. However, if everyone followed the advice given below, the incidence of skin cancer could be dramatically reduced.

Fortunately, a person can take steps to protect the skin from injury while still enjoying the sun. First, one must prevent sunburn by limited exposure while developing a protective tan. On the first day spend only 20 to 30 minutes in the sun.

Then increase the exposure time by 20 minutes for the next five days. During this period use a sunscreen lotion with an SPF (Sun Protection Factor) of 10 to 15. The higher the SPF, the greater the protection. The rating is printed on the label.

Apply the lotion one hour before going out into the sun. This will allow it to bind to the outer layer of the skin. The lotion will stay on all day in spite of sweating, and to a limited degree, swimming. Since water does wash it off, however, the lotion should be reapplied several times a day when swimming.

Until you develop a tan, avoid sunbathing between 11 A.M. and 3 P.M., when the sun's rays are the most damaging. Once your tan is visible, continue to use the sunscreen. This will retard the premature aging process and decrease the chance of skin cancer.

If you find yourself in a situation where sunburn seems inevitable, try this. Take two 5-grain aspirin tablets 30 to 60 minutes before sun exposure. Repeat the dose in four hours. The aspirin will partially block prostaglandin, one of the body's chemicals responsible for the redness and pain of the burn. You will still burn, but your suffering will be substantially reduced.

Finally, if you do get a sunburn, follow these first-aid measures. To relieve the pain, take aspirin every four hours for a total of four doses.



Next, cover the burned area with a clean cloth or pillowcase that has been soaked in cool (not cold) water. Repeat the application every one to two hours until the inflammation subsides, usually within 12 hours.

Following the cool water treatment, apply an over-the-counter hydrocortisone cream to the sunburned area every hour the first day.

Thereafter, apply four times a day if needed for an additional day or so. For best results, first wet the burn area with water to hydrate the skin, and then apply the hydrocortisone cream. Until the sunburn has healed, do not reexpose the injured skin to direct sunlight.

But the best guard against sunburn is prevention. So have fun in the sun—and know when you've had enough.

• *Dr. Richard Stewart is medical director of S. C. Johnson & Son and inventor of the hollow-fiber artificial kidney. His column, "Rx for Health," is syndicated by the Los Angeles Times. He is a member of the Rotary Club of Racine, Wisconsin, U.S.A.*

### Boaters take heed . . .

"You may think you are tan after the first day or two of trying to be careful, but watch out," warns Jerrold A. Nieminen, of Purdue University's School of Technology and a water safety and sailing enthusiast. Nieminen teaches Laser-class sailboat racing and water skills at Culver Military Academy each summer.

"While sandy beaches are bad enough for sunburn, water is an even more dangerous magnifier of the sun's rays," adds Nieminen. "Vacationers who bare their bodies to direct sun rays after a winter of clouds, coats, and cardigans are simply begging for trouble." To protect the eyes, he also advises wearing good sun glasses, preferably polarized or silvered.

Boating enthusiasts would do well to bring along trousers and long sleeves to prevent exposure not only from the wind and sun reflecting off the water but from the normal offshore drop in air temperature. Nieminen suggests a "layered wardrobe" of a sweater, light jacket, spare pants, and perhaps foul-weather clothing if the day is cool and windy.

In any boating situation, a life preserver is an absolute necessity, Nieminen cautions. And in case of an accident, stay with the boat. Most watercraft will stay afloat for hours. Crawl up on the boat, if possible, to conserve body heat.

*Information courtesy of Purdue University, Indiana, U.S.A.*

**Your letters, from page 8**

Rotarian [San Marcos, California, U.S.A.] and as a working woman who strongly supports her man in his endeavors but also feels independent and liberal, I feel the title "Ann" is somewhat degrading, archaic, and to say the least, chauvinistic. We women whose husbands are Rotarians do have first names. We'd like you gentlemen to start using them.

—DEBORAH S. FIELDER  
Paralegal  
Carlsbad, California, U.S.A.

• You mean, after 39 years, introducing my "Rotary Ann," Edith, is so out of date that it becomes: "anachronistic, saccharine, patronizing, offensive, embarrassing, dehumanizing, degrading, childish, insulting, and chauvinistic"?

Oh my, I'll have to think about it because I certainly don't want her on a date with a handcranked automobile or a kerosene lamp.

—WALLACE NYMAN, *Rotarian*  
Hawthorne, California, U.S.A.

• It does come as a surprise that two Rotarians anywhere should hold such views.

I decided to retire to my little sanctum and read the February issue of *THE ROTARIAN* before my wife demanded it. After I read *Sound Off*, I anxiously asked this "Rotary Ann" if she found anything degrading, patronizing, or offensive, in that sobriquet.

The answer came at once: "Certainly not." Why would lumping all Rotary wives into one (not silly) term be any more childish, insulting, and chauvinistic than calling a group of men "Rotarians"? It really implies endorsement of the Rotarians' socially justified personal activity.

Agreement must be universal that equal status of women was far too slow in appearing, but Rotary types of 1905 respected womankind as much as they undoubtedly do in 1985.

Rotarians Commerford and Davidson wrote particularly well, perhaps with tongue in cheek, obviously in a fine exercise in semantics.

—JAMES V. G. BRYANS, *Rotarian*  
Merchant  
White Rock, B.C., Canada

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# Pruning the company tree

*Firing an employee is the manager's toughest task.*

**by Jo Nugent**

**"D**an Bourne" is a 32-year-old foreman in a paper-box factory in Brisbane, Qld., Australia. "Helène Durand" is a 28-year-old junior secretary in a law firm in Paris. "John Whittier" is a 50-year-old middle manager in a home-building corporation in Vancouver, B.C., Canada. These three, whose personalities and work habits and lifestyles

vary as widely as their addresses, do have one thing in common: they are all about to be fired.

Dan will be fired on the spot by an irate boss who has been giving this foreman "a second chance" and then another and another for far too long. This final infraction of the rules is the last straw.

Helène's dismissal will be the final step in a long and

ILLUSTRATION BY YVETTE M. HEYDEN

careful process her employers have followed to make sure that she will not involve *them* in a costly lawsuit.

John's termination will be more of an "outplacement"; that is, he will be given expert outside help in finding another executive job. John has been a responsible worker for his company for 18 years, but now, for financial reasons, it is being merged with a larger corporation, and there won't be room in the new setup for several managers at his level.

These three examples roughly illustrate the causes and styles of most dismissals. But no matter what the reason for it, how it is handled, or what it is called, firing is never easy on the emotions. "I've had grown men cry on my shoulder," says a U.S. outplacement consultant. And managers everywhere—tough guys and gentle giants alike—are nearly unanimous: terminating an employee is one of the most difficult tasks they ever have to face.

There are wrong ways and right ways to fire. Some time ago your editors invited Rotarian executives to tell us how *they* handle the unpleasant duty. Quite a few, like Paul Santens, past governor of R.I. District 162 in Belgium, told us they had never had to take such a drastic step. Paul, a textile manufacturer, credits the fact that "From the beginning, I have tried to impose inside the mill and among all my employees the spirit of Rotary's 4-Way Test." Also sometimes, as in two cases cited by Past District Governor David Theunissen (District 555) of Swan River, Mb., Canada, "There was no problem, because the feeling of dissatisfaction was mutual."

In other situations, in spite of the best management techniques, firing is the only choice. Norman R. Ross, past governor of R.I. District 123 in Scotland, understands well the devastating psychological effects that being fired can have on an employee. "Terminating a person's employment is not something to be undertaken lightly," says Norman, a drapery wholesaler in Glasgow.

"Consideration must be given to the effect on the person concerned, his family, his workmates, and the effect his dismissal will have on the performance of the company.

"Legislation in the United Kingdom ensures that a person should be given at least two verbal warnings, duly recorded, and one written warning, before dismissal takes place for an act of misbehaviour or poor performance. In these circumstances dismissal comes as no surprise. All discussion will have taken place earlier, and if no improvement has been made, the final interview can be short and sharp, the employment terminated immediately, and severance payment made in lieu of giving notice.

"It is more difficult when the decision is to make a

person redundant after many years of loyal service. It is most important to prepare beforehand and be clear on the reasons for the redundancy. In the exit interview, the commercial reasons for taking the action must be explained, and the point made that it does not reflect on the personal integrity of the person concerned.

"It is not uncommon for a dismissed employee to go into a state of shock and not be able to express himself coherently. That is why an effort must be made to develop a dialogue which offers some means of assistance in the personal crisis. However, there must be no wavering nor any sign given that a change of mind is possible. Further disappointment would be even more devastating.

"In advance, you should determine ways in which help can be given, such as financing, recommendation, advice about job opportunities elsewhere. Once the termination interview is completed, as quickly as possible explain the action to the rest of the work force, including the help the employee is being given. Firings always create a feeling of uncertainty among the work force and it is important to reassure them and to counter any inaccurate stories which might circulate.

"A dismissal for a genuine redundancy will have an adverse effect on company performance unless the person concerned leaves quickly. To remain only attracts attention, albeit sympathetic, but it is the function of good management to eradicate sources of distraction and achieve the change with a minimum of upset.

"Dismissal interviews are never easy and can only be fair if meticulous preparation is made and you have before you the irrefutable facts of the situation."

Robert A. Annand, past president of the Rotary Club of Coalinga, California, U.S.A., agrees: "Hiring an employee is easy and generally a pleasant experience. Firing an employee, particularly one you have enjoyed knowing, can be extremely painful. Firing a non-producer is simple because you can be direct; but firing a 'nice guy' who just hasn't met company standards or goals is difficult for both parties.

"The lead-up is generally long-term, but one that I experienced in a small, rural college of which I was chief administrative officer, happened within a few hours. A young female student came to my office in tears. A male instructor had taken her into our local hills, and while he didn't actually physically assault her, he really scared her. Our staff spent the next two hours confirming the incident. A thorough investigation was necessary because of the gravity of the charge. We agreed that we couldn't tolerate such behavior, but the instructor was due his day in court (my office). The instructor admitted the entire affair and signed a letter of resignation, effective immediately.

# Getting fired

*It's not the end of the world.*

In fact, says James J. Shortall, director of the Life Management Centre, in Regina, Sk., Canada, it can be the best thing that ever happened to you.

Jim, a member of the Regina Rotary Club, heads the Western Canadian Operations division of the Centre, which also has offices in Toronto and Montreal. The Life Management Centre is "a full-service human resources management company," which offers both public and private sector clients professional help in dismissal techniques, maintenance of staff morale in firing situations—either individual terminations or large staff cutbacks—job search assistance, and all the other factors related to job termination and relocation. Most job change situations handled by the Centre, says Jim, result in "about a 60/40 percent ratio tilted toward the happiness side," not at all the fast track downhill that most people—especially displaced management executives—expect it to be.

Here's how the Life Management Centres—and most other company "de-hiring" or "outplacement" services—function:

The company client chooses the site for the initial discussions: in his own company or at the Life Management Centre office. Then Centre personnel hold consultations with the client to assist in planning a constructive release strategy. This assistance may include advance counseling with the manager charged with the responsibility of carrying out the termination. Centre representatives meet privately with the individual immediately following his termination to diminish shock and to set on-going objectives. The Centre offers all the necessary resources for job search: counseling, career

planning, individual testing and assessment, interview training (via videotape and other methods), and résumé preparation. Firm representatives act as "mentors" for the relocating employee. "We listen," says Jim, "and that's what most fired people want and need most."

Jim does not agree with counselors who advise immediate dismissal without considering achievable options. He advocates a three-month severance period during which time the dismissed employee can tie up loose ends, fill the gap his absence would create, reassure fellow workers that he is being treated fairly, and help the employer avoid litigation. "Why destroy the employee and create hardship for the employer?" These "ease out" periods can also defuse some of the anger that accompanies most firings, 60 to 65 percent of which are based on "chemistry (personality and politics), not competency," says Jim, usually with both employer and employee at fault. The key to avoiding most firing episodes, he adds, is a system of good, regular, and forthright performance appraisals.

What are the final determinants in making the decision to fire someone? Jim lists three:

- Chemistry (the employee's personality does not fit the job).
- Performance (continues below standard despite employer assistance).
- Economics (the necessity to cut the work force).

The cost of outplacement counseling? It's fairly standard, says Jim: usually 10 percent of the last year's salary plus a \$1,500 administrative charge—but it is well worth the cost if it steers you to new and better business horizons.

Jim Shortall offers this final word of counsel for the executive seeking reemployment: "The reason one person hires another is because the hiring person has a problem. If you want to be hired, you must convince him that you are the person who can solve that problem." ●

"This was an easy one, but public sector firing is much more difficult than firing in the private sector."

**W**hat is it like in the public sector in England? D. E. Taylor, past governor of R.I. District 120, writes: "As a chief superintendent of police it was my painful duty on occasion to dismiss police officers, but rarely would I have used the words, 'You're fired.' A chief superintendent is in command, on average, of 300 officers. During the first two years of service, they are on probation and can be dismissed at any time. After that they can only be dismissed following disciplinary proceedings.

The chief superintendent, assisted by reports from other supervisory officers, makes the decision, and then

takes his findings to a probationary constable. I made a point of seeing a constable as soon as I received an adverse report. I told him what faults had been reported and what improvement I expected. After 12 months' service, I would make a calculated judgment on the officer's efficiency. If I had any doubts, I would tell him that unless he showed considerable improvement during the next three months, he ought to be looking for other employment. I would also ask supervisory officers to give special help and submit regular assessment reports.

"Usually at 15 months—18 months at the longest—I would make a final decision. If it was to dismiss, I would tell him not everyone is suited to be a police



officer and not to consider himself a failure. He should consider his police service good experience which could stand him in good stead in any profession he chose. Although regulations demanded one month's notice, I would tell him that should he find other employment, he could leave immediately. I would also tell him that facilities would be granted to him, even during duty time, to seek another post. In suitable cases, should the need arise, the one month's notice could be extended. The rare occasions when I had no hesitation to give a harsh 'You're fired,' was when the officer had committed some act which brought not only himself but the police service into disrepute."

Rotarian James Thurmond, city manager of Uvalde, Texas, U.S.A., also speaks from the public sector:

"During my nearly 12 years' experience in city government, I have had to fire several people . . . some for good cause, some for moderate cause, and probably a few due to poor judgment on my part. I have never found it to be pleasurable, but it is a manager's job to insure that non-productive workers do not disrupt the goal of the organization.

"When you are in school learning about management, you consider firing in black-and-white terms—either a person deserves to be fired or not. On the job, however, you fast discover that firings are not a simple solution to a simple problem, but rather a simple solution to a complex problem. Any situation is complex that removes a person's livelihood. Firings are really drastic action which should be taken only after due consideration is given to the employee's potential for development, improvement, and productivity.

"With experience, you also eventually realize that the 'smoking gun' situation occurs infrequently. You usually do not catch an employee drinking or sleeping on the

job, stealing from the company, or committing any other gross violation of company rules. If so, your justification for the firing would be obvious. Most of the time an employee is fired because he or she is not productive, cannot get along with other employees, or has a poor attitude. In these cases, justification is more difficult to verbalize and the employee more resistant. Because of these problems, many managers develop a 'smoking gun syndrome,' where an obvious gross violation of organization rules is required before firing an employee. A manager will begin to depend on the syndrome to avoid confrontations, but there are certainly situations in which an employee should be fired before there is a 'smoking gun' with its dire consequences.

"Warnings and initial firing actions should begin with 'non-smoking gun' situations. If the manager waits for a gross violation, it may be too late.

"In the normal course of personnel relations, you should advise an employee of any shortcomings which affect the job. This can be accomplished through evaluations and conversation. If no improvements occur, give him a written warning about the problem, suggest the necessary action to correct it, and provide a schedule for improvement. If these actions do not work, firing is in order.

"Remember, if you don't fire the non-productive worker, you may end up being fired yourself for improperly managing the organization."

In any case, successful dismissal is a true test of management—and of the Rotarian ethic, too. Past District Governor Norman Ross sums it up well: "If the ideals of Rotary—and Vocational Service in particular—mean anything at all, then this is the situation that demands the very best of ethical and humanitarian standards from a Rotarian." ●

## These books may help

Termination is seldom easy—for the manager or the employee. Here's a brief bibliography that may be of use to both sides.

**The Termination Trap**, by Stephen Cohen, M.D. (Williamson Publishing Co., \$9.95, 224 pages). When the handwriting is on the wall, and the message is that you're being considered for termination—it's time to act. Cohen, a practicing psychiatrist, advises you to move swiftly to take control of the situation. Orchestrate your own leaving, or maneuver to stay, he says, but don't be cast in the victim's role. Some of Cohen's own writing is a little too "hip" or slangy, but much of the advice on steps to take is useful.

**How to Fire an Employee**, by Daniel T. Kingsley (Facts on File, \$15.95, 184 pages). The author, who has extensive experience in government and private enter-

prise, uses a series of case studies to illustrate every step of the termination process, from decision to resolution. There's advice on rating performance, court decisions, alternatives to dismissal, and the psychology of firing and being fired.

**How to Switch Careers**, by Bob Weinstein (Fireside/Simon and Schuster, \$6.95, 219 pages). If your company has failed or you've been the victim of high technology or middle management squeeze, you might consider changing your career. It takes persistence and hard work, but the results could be well worth it. Weinstein gives advice on writing résumés and evaluating your abilities, suggests ways to pursue leads on new jobs, and offers lots of confidence-boosting.

**Guerilla Tactics in the Marketplace**, by Tom Jackson, Bantam Books (paperback), \$3.95. The most powerful book of its kind for those in the job search process since "What Color Is Your Parachute?" ●

# THE BUSINESS OF BARTER



# An age-old custom is once again becoming a big deal.

by Jodi Vernon

**G**ordon, 42, lives alone and says he can't cook. Last year he and his neighbor, Betty, made an arrangement beneficial to both. Betty has a back injury and is unable to do yard work or heavy lifting. Now, Gordon trims bushes, rakes leaves, and performs other duties for Betty that require bending or lifting. In exchange, she prepares hot, cooked meals for him. This cashless flow of goods and services between Gordon and Betty is commonly called bartering.

Bartering—trading something you have for something you want without the use of money—isn't new. Farmers have long helped each other this way out of neighborliness. During the Great Depression, doctors never knew what payment they might receive for their services. In fact, barter was a means of survival for millions of people in those hard times. Today, due to high interest rates, inflation, and other economic realities, the idea has been revitalized. Estimates place barter as a \$350-million-a-year service industry in the U.S. It's not just for the poor. People from all walks of life—and businesses—are actively participating in this old-fashioned shop and swap.

One-on-one barter is the most common. A friend offers space for a vegetable garden in return for part of the harvest. A neighbor helps you build a porch deck and later accepts your help in painting his house. Your sister watches your children when you have a doctor's appointment, and on another day you babysit her kids while she shops. These are casual swaps between friends, relatives, neighbors. Each person benefits and the trade is friendly and non-competitive.

An expansion of one-on-one barter is community or neighborhood network barter. These are neighborhood associations that tend to be small and service oriented, exchanging household or other small-scale services. This barter model is extremely popular among the elderly due to the limitations of their fixed incomes. For instance, one such network in the Bronx area of New York created the following barter projects: college students studying foreign languages were paired with nursing home residents who spoke the same language, enabling the students to learn skills and providing the elderly companionship; senior citizens stuffed envelopes for a cultural center that does bulk mailing in exchange for free concerts at the center; and residents of a nursing home taught English to young Hispanic children, and the children and their siblings provided shopping and escort services for the elderly. Barter, says

Rochel U. Berman, director of community relations at the Hebrew Home for the Aged in the Bronx, increases buying power for those low on the fixed-income scale, while promoting self-reliance, individual initiative, and community well-being.

**C**ommercial barter is the third type of trade, and is most helpful to professionals, businesses, retailers, manufacturers, and entrepreneurs. For instance, *The Wall Street Journal* reports that 65 percent of all manufacturing companies listed on the New York Stock Exchange engage in barter as a way of receiving payment for goods and services. "If current trends continue," say Jim Matison and Russ Mack, authors of "The Only Barter Book You'll Ever Need," "by 1986 nearly one-third of all small businesses in the U.S. will be participating in some form of organized barter."

Barter is very popular worldwide because it is the only way many countries have to conduct commerce. The U.S. Department of Commerce estimates that 20 to 25 percent of all world trade, or what is commonly called countertrade, is barter.

"Companies seeking to enter the Chinese, East European, U.S.S.R. and Third World markets," says Leo Welt, author of "Countertrade: Business Practices for Today's World Market," "are increasingly finding that doing business requires a willingness to receive payment in forms other than cash or letter of credit."

A typical countertrade would be West Germany selling the Soviet Union U.S. \$9 million dollars worth of hydraulic truck cranes in exchange for 15 percent of the value in Soviet machine tools. Other international barter swaps that have taken place in recent years:

- Mexico bartered oil with Canada in exchange for electrical transmission equipment.
- Japan financed the construction of a Brazilian aluminum plant in return for finished aluminum.
- Coca Cola traded syrup with Czechoslovakia in return for linen.

In the U.S., Coca Cola, General Electric, International Harvester, Westinghouse, and others have taken payment on an international trade basis. "Even General Motors has set up a subsidiary company called Motors Trading," says David Thaler, son of a Rotarian and president of Michigan Barter, Inc., an affiliate of the national Barter Network, Inc. in Folsom, California.

Colleges are also participating in the barter boom. In 1981 the University of Detroit joined the Michigan Trade Exchange. The school will trade the cost of an

education for almost anything it can use. "A perfect match," says Nicholas DeGrazia, the university's financial vice-president, "might be a computer manufacturer who wants to send his son or daughter to college—and we need a computer."

If you do occasional bartering on a small scale, you probably won't want to join a trade exchange or club since most of these clubs charge membership fees, plus a commission on each trade transaction. In the U.S., the membership fee can range from \$150 to \$600, and the commission fee is from 8 to 10 percent of the barter trade. But for businesses and those who want to barter on a large scale, a barter club can be favorable.



How does a barter exchange work? Members earn credits or barter dollars by performing their particular skill or service and spend those barter dollars for services and goods they need. A dentist performs dental work on ten different clients. The cost of the dental work totals \$1,000. The dentist now has \$1,000 in trade dollars in his account at the exchange. He uses these barter dollars and others he has earned to get \$5,000 of landscaping done at his home and in front of his office. The landscaper may then use his \$5,000 of trade dollars to buy a piece of power equipment from a supplier who sells tractors or graders or whatever piece of landscaping equipment he needs.

"We have a client who is in the process of building a \$300,000 building," says Thaler. "We're working with his general contractors and a number of subcontractors who have agreed to take some barter dollars for their work. About \$50,000 will be bartered—from the glass windows on the front of the building to electrical wiring, plumbing, and the roof work. What we're seeing is a financial institution developing, just as we have with the banks and credit unions.

"We operate like a bank," continues Thaler. "Everybody has a personalized checkbook, and we publish a directory that lists hundreds of businesses, all of whom agree to take at least \$500 worth of barter trade each month. We also make arrangements with other clients in other cities. Our clients call us for assistance."

**H**ow do you know you will get a fair return for the services you perform? Neighbors, friends, and community networks usually feel responsible to each other and this does not prove to be a problem. "I include the cost of my time as well as the cost of the product," says one entrepreneurial seamstress. Thaler says that in the Michigan Barter Exchange everyone is required to price goods and services on a cash basis. "Where there is a wide range in price for goods and services, we recommend that members get several estimates to make sure they are getting a fair price." For example, if someone needs his carpets cleaned in his business or home, he can call several carpet cleaning businesses outside the exchange and obtain estimates before making a barter deal.

There is absolutely nothing wrong or illegal about to barter, but the U.S. Internal Revenue Service wants its fair share. They require you to report as taxable income the fair market value of whatever you get in a barter exchange. Fair market value is defined by the IRS as: "The price at which the property would change hands between a willing buyer and willing seller, neither being under compulsion to buy or sell, and both having a reasonable knowledge of the relevant facts." One IRS study revealed, however, that \$75 billion in earned in-



come went unreported as a result of bartering. Recently, it won a court case which states it can subpoena member lists from barter clubs for the purpose of examining their returns.

"Barter is a potentially taxable event," says Thaler. "Because just like cash, it depends on what expenditures and deductions you have in your business." For example, if you do \$5,000 in business barter, but spend \$5,000 barter dollars on advertising, you have a tax deduction of \$5,000, so there is no tax. No profit, no tax.

"The advantage of barter is not to avoid taxes," continues Thaler. "The advantage is in the immediate 'cash' transaction." Cash may be short for many businesses—or they are sitting with inventory on the back shelves or time that isn't being used. A business that is short on cash may advertise with barter dollars and bring in more cash. "Barter gives them a chance to trade their access time, product, service, or capacity for goods and services they need. We're literally a cash alternative," Thaler explains.

Says an IRS spokesman, "If you received property or services through a barter exchange, you should receive a statement from the exchange. Income from bartering is taxable in the year when bartering occurred."

**T**hose interested in bartering must remember that trade exchanges are also businesses. For this reason, the International Reciprocal Trade Association (formerly the International Association of Trade Exchanges) was formed. "The I.R.T.A. is like the American Medical Association for doctors or the American Dental Association for dentists," says Thaler. "It is the association to which most of the reputable trade exchanges and barter operations participate and belong. In this business, dealing with some trade associations (exchanges) could be like dealing with a bank that isn't part of the FDIC (Federal Deposit Insurance Corporation [U.S.])." Before joining a trade club, he recommends contacting the I.R.T.A. to see if the members of the barter club are in good standing. (Write Joseph Weiss, Deputy Director, 2948 University Terrace West, Washington, D.C. 20016, U.S.A.)

Before you join a barter club, check it out. A little probing may save you thousands of dollars in membership fees and lots of time and emotional grief. Ask the following:

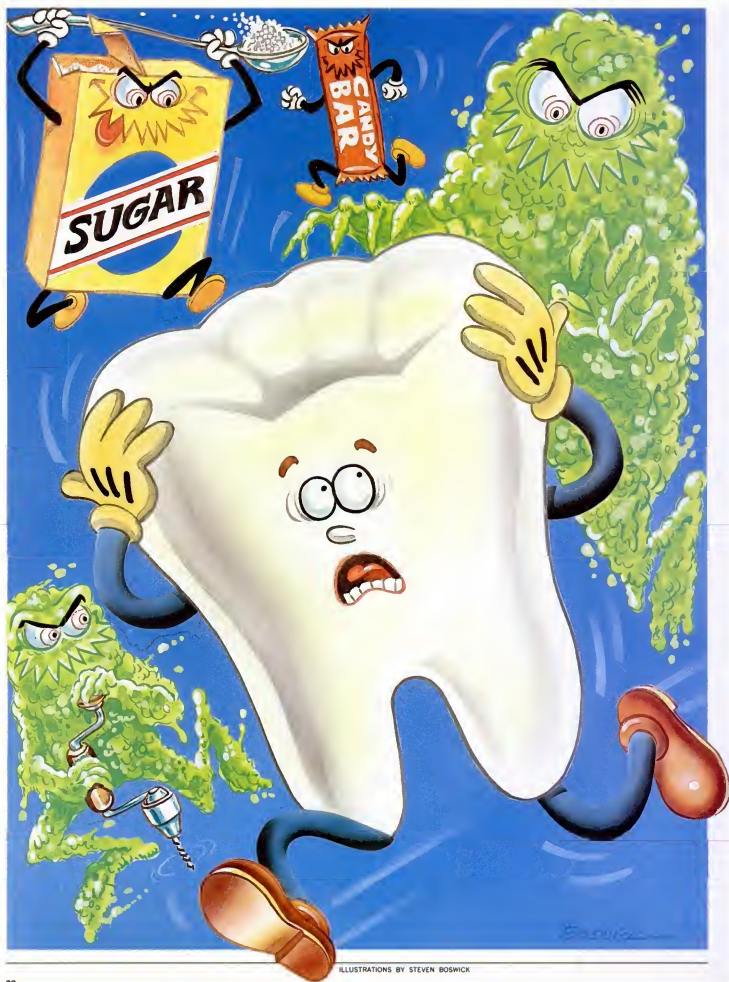
1. Is the trade organization a member of the International Reciprocal Trade Association?
2. Is the club a member of the Chamber of Commerce and the Better Business Bureau or their equivalents?
3. Is there a diversity of clients who can provide you with a variety of barter benefits? If there are 10 carpet cleaners and no lawyers, the club doesn't provide a good mix for trade.



4. Explore the credibility of the owner. How long has he been in the barter business? What is his background?
5. Finally, check out one of the best sources of information available—club members themselves. Find out if they are satisfied. If they aren't, it's a safe bet you won't be either.

• Jodi Vernon is a free-lance writer living in Grand Rapids, Michigan, U.S.A.





ILLUSTRATIONS BY STEVEN BOSWICK

*A tongue-in-cheek look at dentistry down through the ages*

# Nothing but the tooth!

by William E. Miles, D.D.S.

**M**ark Twain, never at a loss for words, had a lot to say about teeth. After noting that other animals get their teeth "without pain or inconvenience," he gritted his own and came up with the following incisive observation:

"Man gets his (teeth) through months and months of cruel torture; and at a time of life when he is but ill to bear it. As soon as he has got them they must all be pulled out again, for they were of no value in the first place. . . . The second set will answer for a while, by being reinforced occasionally with rubber or being plugged up with gold; but he will never get a set that can really be depended on till a dentist makes him one. This set will be called 'false teeth'—as if he had ever worn any other kind."

Teeth, in weight and bulk, comprise less than one percent of the human body—yet they are generally in such a constant state of disrepair that they require the care of 130,000 dentists in the U.S. alone, compared to 250,000 physicians who minister to the other 99 percent of the human body.

This is not surprising when you consider that 95 percent of people in the U.S. develop dental cavities at some time in their lives and more than \$2 billion is spent annually for their treatment—but only by about 40 percent of the 95 percent. During World War II, missing or bad teeth were the largest single cause of medical rejections among the first two million men examined. Six or more upper teeth meeting six or more lower teeth were deemed to be adequate then for coping with Army food—but nearly 10 percent of the draftees, aged 18 to 35, did not have six pairs of teeth that met.

Nevertheless, U.S. dental care ranks among the best in the world. According to the American Dental Association, "In Great Britain, considered to have one of the better nationalized health care systems, the percentage of adults who have lost all their teeth is twice that in the United States."

Paradoxically, other nations with more dentists per capita than either the U.S. or Britain, such as Japan, Finland, or the Soviet Union, often have a higher percentage of dental disease than certain undeveloped

countries with often as few as one dentist per million people. Observes Dr. Brian A. Burt, associate professor of Dental Public Health at the University of Michigan, "it would appear that what dentists do matters more than how many there are."

And dentists certainly do a lot. Your teeth can tell more about you than almost any other part of your body—including the state of your health. Many diseases often leave their first clues in your teeth for your dentist to see. As a result, a dentist can often detect cancer, diabetes, and some forms of heart disease before the symptoms appear elsewhere. Certain blood diseases may also appear first in the mouth, along with measles, some vitamin deficiencies, and mononucleosis.

**D**ental "detective work" can even extend to crime—as far back as 1849, dentists have used teeth to put the bite on criminals. In that year, dental records were first used to identify the body in a U.S. murder case. Dr. John White Webster, a Harvard Medical School professor, went to the gallows after a dentist testified that the remains of false teeth found in a furnace were those of a friend, Dr. George Parkman, whom Webster was accused of murdering. Although Parkman's body was never found, Dr. Webster was tried and convicted on the basis of this circumstantial evidence.

More than a century later, bite-mark impressions helped solve two other murder cases. Dr. Lowell J. Levine, a Long Island, New York, U.S.A., dentist, used them to help convict the murderer of a Buffalo businesswoman, Virginia Malecki, and later found bite-marks on the exhumed body of 15-year-old Brenda Morris, which likewise led to the apprehension of her killer.

Tooth marks—no two being alike—are just as telling as fingerprints. The FBI records the case of a murder and robbery in which the only clues were several apple cores left at the scene. Wax impressions were taken of the teeth of several suspects and one, whose teeth marks matched those in the apples, was confronted with the evidence and confessed.

Your teeth also offer clues as to where you live, your occupation, and your approximate age. In the U.S., if

your teeth are mottled with a light brown stain it's likely you came from the Southwest, which has too high a concentration of flouride in the drinking water. Even your fillings can give you away. In the East, dentists use more silver amalgam; those in the Northwest prefer gold foil.

As for occupation, an orange stain on a person's teeth might mean he or she works with chrome or steel. Seamstresses and tailors often develop two tiny notches in their front teeth from biting threads. Upholsterers sometimes display a row of dental notches because of their habit of pushing a mouthful of tacks past their teeth. Carpenters also notch their teeth holding nails. Bakers and confectioners often have a circular area of decay at the gum line from habitually tasting foods containing sugar.

Similarly, age leaves telltale marks on your teeth (providing you still have them)—after studying the wear on teeth from chewing, changes in gum structure, and transparency of the root, dentists can usually come close to determining how old you are.

The practice of dentistry dates back almost to the dawn of recorded history. Hippocratic literature in the 5th century B.C. recommended extracting the painful choppers of ailing Greeks. And a 4th-century B.C. Sanskrit text on minor surgery mentions several instruments for the removal of bothersome bicuspid.

The first Roman dentist of record was Cascellius, of whom the writer Martial reported, "He extracts or cures diseased teeth." Later, Caelius Aurelianus described the *odontogon*, an instrument designed for the extraction of teeth, and samples of this tool were found centuries later in the Temple of Apollo at Delphi.

After A.D. 1400, new and powerful instruments such as the "pelican" and the "turnkey" appeared—making it possible to remove firmly rooted, decaying teeth more quickly, if not more painlessly. For these awesome devices quite often injured the patient's jaw or other teeth. It was not until the introduction of general anesthesia after 1844 and local anesthetics after 1905 that so-called "painless" dentistry was possible.

For the toothless, false teeth have been a boon since an unpatented porcelain version was introduced in 1785 by a New York City dentist, Dr. John Greenwood. He advertised, "artificial teeth set in so firm (without drawing stumps or causing the least pain) as to eat with them, and so exact as not to be distinguished from natural." One of Dr. Greenwood's patients was George Washington who, contrary to popular belief, had a set of porcelain, not wooden, teeth.

Thirty-seven years later, in 1822, the first patent for false teeth was granted to fellow New Yorker Dr. Charles M. Graham.

The benefits of false teeth have sometimes gone beyond simply making it easier for the wearer to chew food. Several years ago a Buffalo, New York judge ruled that the diamond-studded false teeth of a debtor were part of his body and could not be seized as payment for his debt. In Nottingham, England, former Scottish flyweight champion Vic Herman found himself a tad too heavy before a title fight—and made the weight by removing his plate.

But we know a lot more today about tooth decay and dental hygiene that should make false teeth, in many cases, unnecessary. It is believed tooth decay is primarily caused by the bacterial and chemical action of food. These microorganisms generate destructive acids while thriving on substances produced by food residue. Brushing alone cannot eliminate the residues unless it's done immediately after eating and, even then, misses some that are lodged in inaccessible tooth crevices. So it isn't simply when or how often you brush your teeth that counts—but *how you do it*.

"The crux of the matter is the removal of plaque, which is made up of a variety of very sophisticated microorganisms," declares Dr. James A. McMullen, director of postgraduate clinical periodontology at the University of Buffalo School of Dentistry. "It is this bacteria that causes most tooth decay."

"A person who brushed 50 times a day and failed to remove the plaque would get more cavities than a person brushing once a day who removed the plaque. The removal of the plaque is essential. If this is done, then cavities can be controlled."

Dr. McMullen explains that the average person does an incomplete job of cleaning his teeth, generally brushing only three-fifths of the total surface. Each tooth has five surfaces: the biting surface, tongue surface, cheek surface, and two interproximal surfaces (the side of the tooth that faces the tooth next to it). The interproximals are the biggest trouble spots, because a brush won't reach them. He recommends the use of either waxed or unwaxed dental floss.

The use of toothpaste has little to do with keeping the mouth clean, Dr. McMullen adds. He claims that, except for the pleasant taste, brushing your teeth can be done just as effectively with a dry toothbrush.

But daily brushing, wet or dry, is still important—best illustrated, perhaps, by a story told by the late U.S. publisher and humorist Bennett Cerf, whose dentist once explained it this way: "The blood circulating in your gums is like trains coming into Grand Central Terminal. The old trains must be shunted back to the yards so the new trains can come in. And the old blood has to be massaged out of the gums so that fresh blood can circulate there."



Impressed by the analogy, Mr. Cerf replied: "You ought to write a book."

"I have," chuckled the dentist. "My assistant will give you the manuscript on the way out. I call it: *The Yanks Are Coming!*"

• Dr. Miles bridges the practice of dentistry with writing in Buffalo, New York, U.S.A.

## Discover the new world of dentistry

The past 25 years have brought numerous advances in dental treatment and care, including:

- The air-rotor drill, with over 100,000 RPM's compared with the older conventional electric drills of 5,000 to 7,000 RPM's—thus ending those long "grinds" so nerve-racking for patients—and so tedious for dentists.
- The development of composite-resin filling materials that can be bonded to teeth by acid etching, eliminating considerable drilling and further reducing the patient's discomfort and apprehension.
- Fluoridation of public water supplies and school-based programs that include fluoride treatments, credited as the main reasons for greatly reduced tooth decay in schoolchildren. Also, a more dental-care-conscious public has greatly helped to reduce the need for dental restorations by preventing tooth loss.
- Proper brushing of all teeth surfaces, flossing between teeth, fluoride toothpastes and rinses to harden tooth enamel, balanced diets and the replacement of sweets with fruits and vegetables, regular dental examinations, teeth cleaning, fluoride treatments, and the placement of pit and fissure sealants have all contributed to the vast improvement in dental health in the U.S. and many other countries.

"The teeth are O.K., but the gums have to come out," is an all-too-frequently heard diagnosis, unfunny to dentists and patients alike. Ninety percent of people over age 35 are afflicted to some degree with bone-destroying periodontal disease. Twenty percent of these have lost, or will lose, all of their natural teeth. However, the developments and techniques noted in Dr. Miles's article and above have made it possible to dramatically arrest the deterioration of the teeth's supporting structures.

If you haven't visited a dentist recently to "discover the new world of dentistry," better take heed. For as the truism still holds: "Ignore your teeth and they will go away."

—EDGAR D. GIFFORD, D.D.S.  
Past Director, R.I.



# Curing ill

by Leanna Skarnulis

**O**ne fine day we'll awaken to discover dramatic improvement in the accuracy of weather prediction, the second clue that large-scale weather control is not only possible but probable. The first clue appeared in 1977, largely unheralded: the signing of a treaty in Geneva by 50 nations who agreed not to use weather as a military weapon.

Throughout the ages, man has attempted to control the weather. It's always been risky. The Emperor Constantine's weathemaker was executed in the line of duty when ill winds prevented grain ships from reaching a hungry Constantinople. Today a farmer can be taken to court for "stealing" another's rain.

Weather control. The term has a futuristic ring, yet long before anyone saw the value of predicting weather, people were attempting to control it. Primitive people devised rainmaking schemes that ranged from burning maidens alive to hanging frogs from trees. A belief persisted for centuries that rain follows military battles (it often does), so shooting guns at clouds should produce rain (it doesn't). Actually, in North America and Europe, rain often follows three- to five-day dry periods, the times during which battles are usually fought. (And cars washed and lawns watered.)

Rainmaking swindles flourished in the early 20th

century. In 1917, Charles Hatfield was hired by the city of San Diego to produce rain for \$1,000 per inch. When over 50 centimetres (20 inches) of rain fell nearby, causing floods and killing 17 people, Hatfield left town unpaid rather than face threatened lawsuits.

Scientific weather modification began in 1947 with the discovery that raindrops would crystallize to produce snow in clouds seeded with dry ice. Since then, progress has been slow, consisting of scattered projects in rainmaking, hail suppression, fog dispersal, and hurricane-taming. What reason is there to believe the future will be different? The answer lies in three recent or pending developments:

- Weather data collection has improved with the use of satellites and sharing of information by member nations of World Weather Watch, an example of international cooperation at its best.
- The international weather community has pledged to promote peaceful uses of weather modification.
- The offspring of today's computers will be able to collect, collate, and interpret the many variables that interact to produce weather.

The purpose of weather modification is basically threefold: saving lives and money, improving crop yields, and controlling effects of inadvertent weather changes.

*Saving lives and property.* Of all natural phenomena, hurricanes destroy the most lives and property. It's not





# winds

uncommon for these deadly storms to claim hundreds or even thousands of lives. One that hit the coast of Bangladesh in 1970 killed 500,000 people.

Hurricane-busting began inauspiciously in 1947 when cloud-seeding principles were tried on a storm off Georgia's coast. Instead of dissipating, the seeded storm veered west, hitting Savannah. Whether its path was the result of seeding or natural forces is unknown. Today, the (U.S.) National Oceanic and Atmospheric Administration's Project Stormfury provides early warning and seeks ways to bust up the storms or herd them out to sea.

The ability to produce rainfall at will would also spare lives. In 1980, 400 deaths in the U.S. were attributed to the drought and heat wave that hit 42 states. The drought of 1984 also took a heavy toll.

The most economically successful application of weather control has been the dispersal of cold weather fog at airports, reducing flight cancellations and detours. Methods for removing warm weather fog, the more common variety, remain to be developed, however.

*Improving crop yields.* According to the Government Accounting Office, the main cause of rising food prices in the last decade was food shortages resulting from bad weather. Using current technology, crop losses can be greatly reduced. The National Academy of Science's 1976 report on *Climate and Food* recommends increasing rain (10-80 percent), reducing hail (30 percent), and

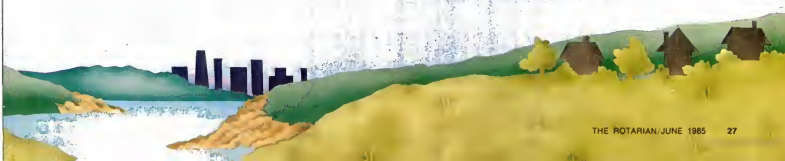
providing shade in extreme heat by creating cloud cover.

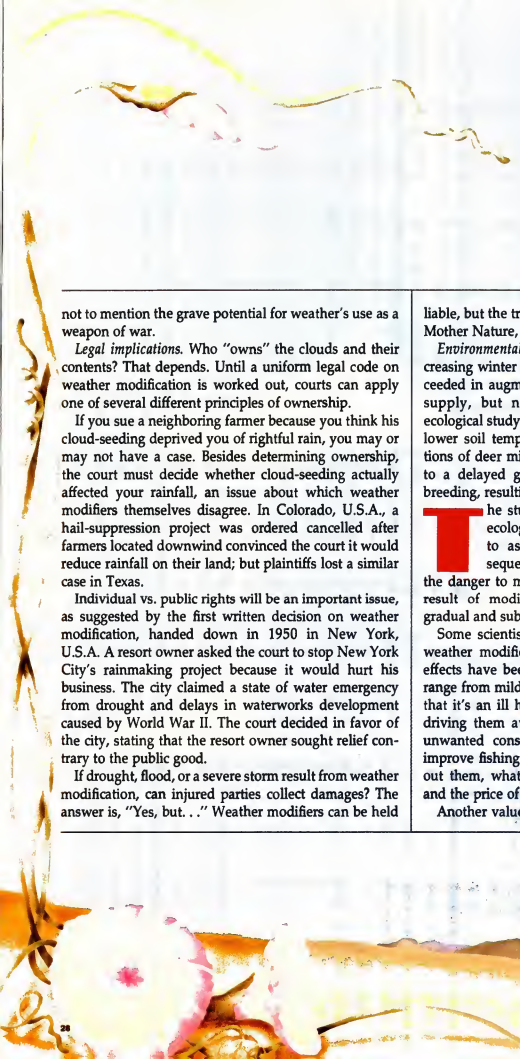
*Controlling effects of inadvertent weather changes.* Weather control advocates offer a compelling argument against foes who charge them with "playing God." They note that man has already altered the weather inadvertently, and that modern man isn't solely at fault. Over time, deforestation and overgrazing cause cooling from suspended dust particles, ultimately reducing rainfall in those regions. Buried beneath the Sahara Desert are ancient farming villages, suggesting the area was once fertile. Today, deforestation is considered a critical global issue, and efforts are underway to restore vegetation before the problem becomes irreversible.

More heroic measures may be needed to correct other man-made weather changes. Many scientists believe that combustion of fossil fuels has increased carbon dioxide in the atmosphere to produce a heat-trapping "greenhouse effect." Some warn that the resulting boost in global temperatures has already begun to melt Antarctic ice, which could flood coastal cities and lowlands in less than 200 years. At the very least, they say, increased carbon dioxide levels will change vegetation growth patterns.

Noble though their aims may be, weather modifiers must give serious thought to less desirable consequences of their technology. Will we one day enjoy or rue the ability to make our own weather? We may be opening a Pandora's box of environmental, legal, and social ills,

ILLUSTRATIONS BY HOLLY VANSELOW





not to mention the grave potential for weather's use as a weapon of war.

*Legal implications.* Who "owns" the clouds and their contents? That depends. Until a uniform legal code on weather modification is worked out, courts can apply one of several different principles of ownership.

If you sue a neighboring farmer because you think his cloud-seeding deprived you of rightful rain, you may or may not have a case. Besides determining ownership, the court must decide whether cloud-seeding actually affected your rainfall, an issue about which weather modifiers themselves disagree. In Colorado, U.S.A., a hail-suppression project was ordered cancelled after farmers located downwind convinced the court it would reduce rainfall on their land; but plaintiffs lost a similar case in Texas.

Individual vs. public rights will be an important issue, as suggested by the first written decision on weather modification, handed down in 1950 in New York, U.S.A. A resort owner asked the court to stop New York City's rainmaking project because it would hurt his business. The city claimed a state of water emergency from drought and delays in waterworks development caused by World War II. The court decided in favor of the city, stating that the resort owner sought relief contrary to the public good.

If drought, flood, or a severe storm result from weather modification, can injured parties collect damages? The answer is, "Yes, but. . ." Weather modifiers can be held

liable, but the trick is to prove that the modification, not Mother Nature, was responsible.

*Environmental and social implications.* By artificially increasing winter snowpack, weather modifiers have succeeded in augmenting the Colorado River Basin water supply, but not without side effects. A six-year ecological study showed that resulting deeper snow and lower soil temperature indirectly reduced the populations of deer mice and chipmunks. This was attributed to a delayed growth of food in spring and delayed breeding, resulting in fewer litters.

**T**he study of short-term effects illustrates the ecological complexities that make it difficult to assess far-reaching and long-term consequences of weather changes. Ecologists say the danger to most living things will not be the direct result of modification, but is indirectly caused by gradual and subtle environmental changes.

Some scientists would like to see a moratorium on weather modification until more long-term ecological effects have been studied. Their forecasts of ill effects range from mild to severe. They point out, for example, that it's an ill hurricane that blows no good, and that driving them away from coastlines might have some unwanted consequences. Evidence shows hurricanes improve fishing along Florida's Caribbean coast. Without them, what would be the impact on fishermen—and the price of fish at the supermarket?

Another value of hurricanes was demonstrated when

Mexico charged the U.S. with "stealing rain" by diverting Hurricane Ignacio in 1979. The storm was expected to bring relief to drought-stricken regions of Mexico, when suddenly it changed direction.

Named as culprit was U.S. Project Stormfury. Mexico claimed the storm was diverted to maintain Florida's resort weather and to force Mexico to buy U.S. grain. U.S. officials denied altering the storm's path, stating that Stormfury planes entered the hurricane merely to gather information.

Some weather modifications could prove catastrophic. Climatologists reacted with alarm when the Soviet Union considered proposals for warming Siberia and opening icebound ports. One method would require melting Arctic Sea ice, which could raise ocean levels sufficiently to flood New York, Boston, Vancouver, Aberdeen, and other coastal cities.

*Military implications.* Weather as a weapon is nothing new. A biblical story tells how God helped Joshua defend Israel by making hailstones fall on the invading Amorites, killing more of them than the Israelites slew with swords.

In modern times, the U.S. seeded clouds over Vietnam to produce rain with the intent of turning Viet Cong supply trails to mud holes. Senator Claiborne Pell of Rhode Island, a leading opponent of weather control, claimed the effort resulted in the worst weather ever in Vietnam, causing floods, typhoons, and subsequent famine for civilians.

In 1977, fifty nations met in Geneva for the Convention on the Prohibition of Military or Any Other Hostile Use of Environmental Modification Techniques. Interestingly, at the same time they outlawed weather as a weapon, convention participants agreed to promote peaceful uses of weather control. The paradox is obvious. While ostensibly developing peaceful uses, a nation could easily conceal a secret weather arsenal. Anyone who can drive a killer hurricane out to sea can also hurl it at an enemy's coast. One of the more sinister aspects of weather weapons, therefore, is the potential for misunderstanding. In a period of tension between nations, a storm of natural origin could be interpreted as an act of aggression.

Clearly, we're about to lose our innocence with respect to our weather. It may be senseless to ask, "Should we tamper with something so complex and incompletely understood?" When it is abundantly obvious that our very occupancy of this planet, since the first cave fires were lit, has been altering the weather. It's time, instead, to recognize that we are influencing weather and climate, and to begin considering how we can manage and modify it to the advantage of ourselves, our global neighbors, and future generations.

So, when we decide to do something about the weather, instead of merely talking about it, let's do it right. ☉

• *Leanna Skarnulis, who writes with a futuristic bent, lives in Boulder, Colorado. Her company, Proactive Futures, conducts personal and professional growth seminars.*



# Asim Kocabiyik

## *Industrialist with Vision*

by Charles E. Adelsen

**A**sim Kocabiyik—the family name is pronounced Koh-jah-buh-yuhk—was born on 21 April 1924, in a small village in the province of Afyonkarahisar, where the Anatolian middle west brushes shoulders with the milder Mediterranean coast, just beyond the mighty Taurus Mountains.

The Turkish industrialist's first memories are those of a country boy watching his father mount the slow, steep ladder of success. The elder Kocabiyik was at first a farmer raising wheat and barley, then a small village businessman, and, after moving to the provincial capital, a grocer and seller of textiles as well as an exporter of grain.

In 1937 the Kocabiyiks migrated to Istanbul, where they exported barley and other grains to Europe, brought European commodities to Turkey, and engaged in internal trade. Always at the heart of the Kocabiyik success story was unstinting hard work, the legacy of the Anatolian years.

The Anatolian farmer is God-fearing, hospitable to non-Moslems as well as those of his faith, and steadfast in his loyalties to family and to the village-oriented community that are his world. Where nature, with its hot, cloudless summers and winters of sudden cold, is often harsh, he stands an exemplar of persistence and survival.

In 1947, Asim graduated from Istanbul's 500-year-old university. But he worked alongside his father in the family firm, even as he studied and passed difficult

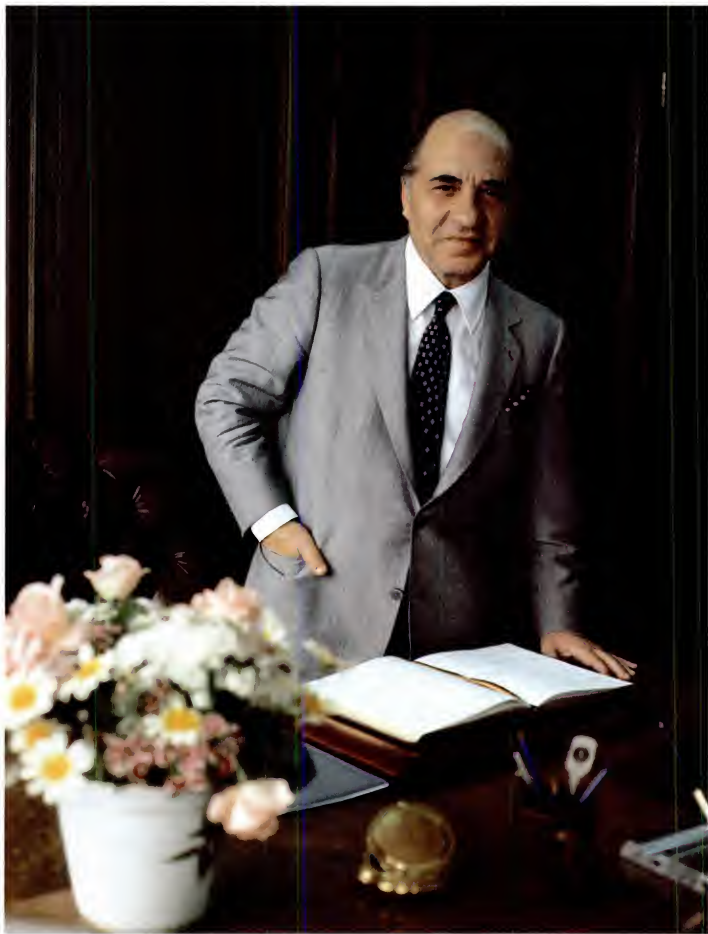
exams at the School of Economics. Today, in addition to his chairmanship of Borusan, Asim Kocabiyik is president of the I.K.V. (Economic Development Foundation), vice-president of TUSIAD (Turkish Industrialists' and Businessmen's Association), president of the Iron and Steel Goods Producers Group of Istanbul, and member of the Council, Istanbul Chamber of Industry. He is also a member of the Moda Yacht Club, the Yeşilyurt Sports Club, and the Florya Marine Club, but looking back, he remembers, "I had no opportunity to play sports in school."

The Kocabiyik epic, from farm to factories, took place alongside the miraculous economic resurgence of Turkey itself. When Asim was born, the Turkish Republic, successor to the Ottoman Empire, was scarcely a year old. The country had hardly stepped across the threshold of industrial development when President Kemal

*The ultra-modern Borusan Gemlik Pipe Works on the Asian shore of the Sea of Marmara, near Istanbul.*



PHOTO COURTESY BORUSAN HOLDING



*Rotarian Asim Kocabiyik, of Istanbul.*

PHOTOS ABOVE AND PAGE 33 BY HENRY ANGELO-CASTRILLÓN



Atatürk, founding father of the modern state, urged his people to pull themselves up by their own bootstraps. He promised them, "We shall continue our endeavors, but these will be in the fields of science, education, and national economy... We shall become industrialists..."

Young Turks like Asim Kocabiyyik took Atatürk at his word. Making use of the opportunities available within the family business, Asim made his first attempt to enter the industrial sector in 1954. In 1958, he succeeded in establishing his first factory for the making of metal pipe. His staff numbered 27. In 1964, he founded a second company. When his interests expanded into additional industrial and commercial fields, he founded Borusan, a parent company which embraces a variety of commercial interests within a single holding entity.

Growth has been the hallmark of the Borusan organization. In his modern offices in Istanbul's waterfront Fındıklı district, where the swift Bosphorus divides Istanbul-in-Europe from the Asian city across the Straits, Asim Kocabiyyik looks back over his company's record: "Our capacity was only 6,350 tonnes (7,000 tons) per annum in 1958; as of July, 1984, the capacity had increased to 317,500 tonnes (350,000 tons) annually."

Compared with its original work force of 27, Borusan today has 1,300 workers, 350 of them white collar employees and 150 of them women. If you include auxiliary workers, the personnel rolls swell to more than 3,000.

Borusan's commercial activities are at important levels measured against Turkey's overall industrial dimensions. Says Asim, "In 1983, the company's exports reached U.S. \$46.5 million, while imports stood at 30 million dollars. In 1984, we are expecting a 40 percent increase in our exports and a 25 percent increase in other activities. Borusan has shown development within its own sector, parallel to the development of Turkish industry itself in the past 25 years. From time to time, we have prepared the ground for the establishment and development of other industries."

In army terms, industrialist Kocabiyyik is like a clear-thinking, no-nonsense general staff officer with all his facts on file in his head. A man without tolerance for personal posing or professional digression, he meticulously charts his way from one success to the next.

But, as Asim Kocabiyyik is quick to point out, Borusan is more than burgeoning production figures and proliferating properties. Behind the impressive stature of the successful industrialist stands the erstwhile hopeful Anatolian lad, raised like all Anatolians to look out for his neighbors' welfare as much as his own. Inevitably, Asim's interest turns to people.

Harking back to the faraway province of his childhood, where a roof and a few acres were tantamount to

survival, Asim cites Borusan's efforts to domicile its workers. "Owning a place to live is the main goal of most Turkish people," he says. "Rents in Turkey are high, compared to incomes. Borusan has a program to help workers and employees own houses of their own. First we supply building land to workers' cooperatives, partly on credit, partly in long-term installments without interest. We also supply long-term, non-interest credit from a company fund."

Asim believes that he, as an industrial leader, can be an example to millions of other Turks. "Turkey is still a developing country. Long wars, the world economic crisis in 1930, the Second World War, all retarded development. Two problems have remained current: the foreign trade deficit and unemployment. It has to be the duty of each Turkish intellectual and businessman to help solve these two problems, which are interrelated. Success depends on raising the level of education and on industrialization, technological innovation, and increasing exports. My own efforts have always been based on this concept."

Does Rotarian Kocabiyyik have any "secrets of success"? "Success," he answers thoughtfully, "is a relative thing. It has to be evaluated within its own set of conditions. Having played a role in the economic development of Turkey, I would like to say that I owe the results I have achieved to two things: following my business closely and taking it seriously; and not ever being discouraged by the obstacles I face. Also, there has always been a family-like working atmosphere among my colleagues. And," he is quick to add, "my wife, Nuran, who, by the way, is a graduate of Istanbul's American College for Girls, has always been helpful."

Asim Kocabiyyik grows enthusiastic when he talks about the shape of things to come. Until now he has "only"—the word is his—been a founder or a member of organizations devoted to charity, education, and other public service goals. But he has "an objective to establish a cultural and educational foundation this year, and to support technical high school education in Turkey."

Asim Kocabiyyik feels deeply about the part his country can play in serving the cause of better relations among nations. History and geography have placed Turkey athwart two worlds. "Turkey is an Eastern and an Islamic country," he observes, "but at the same time, it is a European country. It has the opportunity and the means to be a bridge between two worlds, to help the peoples of those worlds get to know each other better, and to contribute to world peace.

"Turks can realize this aim through economic cooperation and cultural activities. Many an establishment in Turkey already has a technological and commercial

relationship with the West. Cooperation of Turkish businessmen and industrialists with the Eastern and Islamic countries will contribute to the establishment of a three-sided alliance."

But international contacts for the sake of peace, Asim Kocabiyik believes, cannot be the work of the business community alone. "Another approach is through non-profit, nonpolitical, cultural organizations—and service organizations like Rotary."

What does Asim Kocabiyik have to say to his younger countrymen aspiring to positions of leadership in business and industry?

"People of my era learned in the field. Youth today has broader possibilities. Business management has become a major subject in our universities and there is vast literature on every industrial subject.

"I would advise young managers to maintain a close interest in social relations with employees, especially with blue-collar workers, letting them know that they are a vital part of the company.

"And I would tell them to acquire a basic knowledge of the law, to stimulate correct thinking."

**I**n being a Rotarian, Asim opines, "To me a Rotarian is someone who wishes to give voluntary service above self, to others, and to society. By joining Rotary, I have had the opportunity to establish new and strong friendships with people who share the same goals. I have observed that we can give better service, by working together. Through Rotary, I have made many friends, in Turkey and in other countries."

The center of Kocabiyik family life is a rambling villa on the Marmara coast at Yesilkoy ("Green Village"), where Nurhan raises tulips—a plant, incidentally, that found its way to Holland from Turkey.

According to Turkish custom Nurhan offers guests steaming Black Sea tea served in tiny tulip-shaped glasses—along with freshly baked cake.

Here, at home, surrounded by flowers from Nurhan's garden, Asim relaxes by listening to classical music. "I first came to know Turkish classical and folk music in Anatolia. In high school in Istanbul, I became acquainted with Western classical music. As my children grew up, I came to know pop music, too. I enjoy them all, but I prefer Mozart."

The Kocabiyik children, adults now, reflect their father's faith in the merits of reaching out to other people and other cultures. Ahmet, 28 and married, attended a state high school where the courses were in German. He then graduated as a mechanical engineer and economist from the University of Birmingham in England. Later, he crossed the Atlantic to obtain his Masters degree in mechanical engineering at Pittsburgh's Carnegie-Mellon University in Pittsburgh, Pennsylvania,



*Nurhan and Asim on the terrace of the family villa at Yesilkoy overlooking the Sea of Marmara, for centuries a main route of commerce between East and West.*

U.S.A. Today Ahmet is responsible for Borusan's domestic sales.

Eldest daughter Zeynep, who studied at the Austrian High School in Istanbul, married last year after graduating from the University of Pittsburgh. Daughter Nukhet, the youngest at 21, completed secondary school at Istanbul's Italian High School, and now is a student in the school of chemistry at Bosphorus University, where instruction is in English.

Asim Kocabiyik's career is in all ways a story of personal victory, but it is also a reflection of the way a whole people have turned their backs on yesterday's defeats and quick-marched into a new century.

In the 60 years since their first president, Atatürk, secured his people's equal civil rights, the men and women of Turkey have in decades done the work of centuries—founding banks, building highways and railroads, and carrying out a latter-day industrial revolution. But among men like Asim Kocabiyik, the feeling and the hope is that the work has just begun. ●

● *The writer/photographer team of Adelsen and Angelo-Castrillon has produced hundreds of articles and features on Turkey for the international press. Last year both received Golden Plaques from the Turkish government.*

# Why men leave Rotary



ILLUSTRATION BY TAK MURAKAMI

## by Thomas Kriewall

Manager, Research Department, R.I.

**"I** just don't have the time to make the weekly meetings. My business demands 60 hours a week."

"With my job responsibilities and the demands of my family, I'm having trouble meeting the attendance requirements."

"The average member's age in our club is 55. I'm 44, and I just don't feel welcome in the group."

Have any members of your Rotary club made statements like these? If so, they already may be included in the group of 40,000 men who each year *choose* to resign from membership in a Rotary club.

Actually, 100,000 men leave Rotary each year—40,000 by choice, the rest for other reasons (see below).

It took nearly 20 years for Paul Harris and the first Rotarians to build the organization to the 100,000 level. Now, that many leave in just one year! What accounts for this annual loss? Can anything be done to reduce it?

These were questions the Board of Directors asked the research department at the Central Office of the R.I. Secretariat to investigate. In response to the Board's request, a confidential survey of two matched samples was conducted in 1983-84. One sample was drawn from the population of former Rotarians who resigned their membership in 1983-84. Some of them made the responses quoted at the beginning of this article. The other sample was drawn from the population of men who continued their membership through the same year. What follows is a summary of that study's most important findings.

It should be noted first that Rotary also *gains* about 120,000 new members each year, so that, on the whole, the organization experiences a rather steady annual growth of about 20,000 men. Further, of the nearly 100,000 losses, some 60,000 leave for "Constitutional" reasons (change of residence or classification loss), meaning that little or nothing could be done to prevent their loss.

That focuses attention on the remaining 40,000 "voluntary" losses that occur each year. If we understood why these men left, could we work to retain at least a fraction of them? Just think: if only 10,000 of them could be encouraged to retain membership, within just one decade Rotary would grow to the largest permanently organized volunteer service force in the

world. Surely it's a goal worthy of great effort.

The study not only focused on negative reasons why Rotarians quit, but, by including in the sample the responses of continuing members, it sought to discover the most important reasons that explain why others *stay*. By comparing the two, the study attempted to find out how to shift the balance in favor of those who stay.

**T**he most recent previous study of membership loss (conducted by an outside agency in 1976) indicated that the main reason for the voluntary losses was business time pressure.

This says very little. The losses in older clubs are greater than in new clubs. Are members typically busier in the one than the other? It hardly seems likely. Even if it were true, what could be done about it? Therein lies a probable reason why this excuse is so often given: it's an easy escape that avoids further questioning into the real and possibly more sensitive reasons that underlie a man's decision to leave his Rotary club.

The time-pressure theory also suggests that most members leave reluctantly: if only they had more time, they'd be delighted to stay on. But surely there must be some disaffection among those leaving. If so, the time-pressure theory obscures what the source, or sources, of disaffection may be.

Our recent survey was previewed by a panel of experienced Rotarians who offered suggestions about content and wording. A pilot survey was pretested on the members of the six regional consultative committees so that the questions could be assessed from a broad geographical and cultural perspective.

The final survey was mailed with a cover letter from R.I. General Secretary Herbert A. Pigman. The survey allowed free response so the resignees could state, in their own words, the circumstances and reasons for their decisions to leave Rotary.

Nineteen items permitted rating (on a 1-to-5 scale) the respondent's extent of agreement or disagreement with putative reasons for finding satisfaction or dissatisfaction with his club or with the organization as a whole.

The items were generated by a number of possibly competing or overlapping reasons that might explain leaving (such as membership cost, unsatisfactory fellowship, insignificant activities, lack of mutual support,

too-large club size, peer pressure, disinterest in service, too much bureaucracy, too many rules, strict attendance requirements, poor weekly meetings, and the like).

An additional 12 items provided categorical information about the respondent: age and income relative to other members, marital status, average number of hours worked per week, number of years a Rotarian, type of classification, and so on.

**T**he primary data, now in, present some interesting conclusions. For example... is the cost of Rotary a problem? Responses indicate that it is not. In 1983-84, for the men who terminated their membership and for those who maintained their membership, the average cost of Rotary membership was the same—1.8 percent of their annual incomes, worldwide.

Nor did men leave Rotary because they lacked service opportunities or experienced negative responses from friends or family toward Rotary. Nor did they complain of too many rules, poor weekly meeting programs, excessive club size, or a personal disinterest in service.

Undoubtedly many instances exist where one or more of these reasons *are* or were factors but, in general, they do not appear to be characteristic operative causes to leave or to stay.

Well, what then *are* the basic reasons? The data point to two fundamental ones.

First, a lack of fellowship, caused largely by age differences. And, secondly, a temporary inability, because of job or personal pressures, to meet the weekly attendance requirements.

That first problem—related to age differences—is most conspicuous in clubs in which the average age is relatively high.

Younger men report difficulty in finding common interests with older members. This tends to keep them on the fringes of club activities. "Fellowship due to age difference was more difficult than expected," said one ex-Rotarian. "I did not have much in common with the majority [older men] of the club," responded another. Another wrote, "Sadly, I had to leave... to set up my own business. I would gladly rejoin... but I would choose a younger club [in age of members] given the chance." Another, more bluntly, said: "I felt like an outsider."

The man who leaves Rotary is three years younger, 47 on the average, than those who continue in their membership. The highest risk group for terminating membership, however, is among men of 40. The 40-year-old Rotarian works 54 hours a week, on the average, compared with 48 hours for the 50-year-old continuing member.

"I found the attendance requirements too difficult to



*For the younger man, time is a precious commodity. He must divide it among family, work, and Rotary.*



PHOTOS BY RON CRUMLEY





Many younger men who have left Rotary felt "left out" and isolated from a club's fellowship and service activities. They felt ignored by the older and veteran members.



meet," responded one man who resigned. "In a word," said another, "my reason for leaving Rotary was 'time,' or, more precisely, the lack of it." Another said, "A change of occupation did not allow me to make the weekly meetings." Echoed another, "I resigned voluntarily ... because my family commitments, coupled with my business commitments, proved too great."

Rotarians are terminating their membership because of business and time pressures ... but these pressures can become magnified in the eyes of the younger member if he is ignored, uninformed, and feels isolated, for whatever reason, in his club. Remember, he is making a choice about the value of his time.

**H**ow can clubs solve the problems of the younger Rotarian dropout? One way is to bring several new Rotarians into the club together—of people in age groupings, such as 20-29, 30-39, and so forth. That way a club can maintain a balance in age groups, and the new group will have an immediate basis for establishing fellowship while forming bonds with the older members of the club. A club must make special efforts to inspire, interest, and inform younger members in the "story" and activities of Rotary. Club and district leadership can help them feel that they have opportunities for recognition through achievement in service activities.

And one final note. It is significant that, of those who leave Rotary, only 58 percent ever have held a club office of any kind, whereas 90 percent of those who maintain their membership have been or are club officers. Consider younger members for club leadership positions. Don't treat them as "outsiders." Make them active members. Use their energy and talent.

Your club might wish to use the ideas presented here as discussion starters. All clubs, but especially those experiencing membership growth problems, could conduct a self-assessment to determine the degree to which age-group incompatibility is a present or prospective problem. Periodic assessments of members' time-pressure loads might prove helpful to see if some mutual support or other adjustment can be worked out. Local research into the age distribution in your club might lead to a membership development effort to fill in thinning age ranges with a "class" of men of a targeted age range. Your club could also survey its own past members and ask why they left and what might be done to get them back.

Such efforts will strengthen Rotary in the years ahead and insure its continued rejuvenation and vitality as the foremost service organization in the world. ●

*Left: One method of increasing club membership—and creating bonds of fellowship—is to induct several new members (of the same age group) at the same time.*

# Goodwill in Africa

by Janet Mark

*International Service Program Coordinator, R.I.*



Communication and action. These are two of the most important words in the Rotary vocabulary. So important, in fact, that they were incorporated into the theme for the R.I. Conference in Africa, held 16-18 January 1985 in Abidjan, Ivory Coast. The inspiring theme: "Discover a New World of Service Through Communication and Action."

This was the second such Rotary conference of goodwill held in the beautiful city of Abidjan. The first conference, called by R.I. Past President Stanley E. McCaffrey, was held 13-15 April 1982.

Rotarians from all over Africa began arriving for the conference on Sunday, 12 January. They came early so they could attend the World Community Service seminar on Monday, 14 January, and the Zone 3 Institute on Tuesday, 15 January.

On Tuesday evening, the night before the official opening of the conference, President Carlos Canseco was host at a barbecue around one of the hotel pools. As they entered the area, Rotarians and guests walked past colorfully garbed musicians performing tribal music and dance. The fellowship evening gave conference delegates the chance to get a taste of local culture, to get to know one another, and to meet President Carlos and his wife, Maria Aurora.

On Wednesday morning, the opening ceremony was held in the Houphouët-Boigny Convention Center. For the next three days, this enormous room was the meeting place for 330 Rotarians, 70 wives, and 29 guests. The delegates represented 29 African countries.

Conference Chairman Graham Money, of Transvaal, South Africa, welcomed everyone to the gathering; then Past District Governor Georges Sangaret, chairman of the host committee, introduced Mr. Camille Alliali, Ivory Coast Minister of State, who addressed the participants, telling them about his country.

Mr. Alliali said: "The Ivorian government has always followed with great interest the activities of the Rotary clubs in the Ivory Coast. President Houphouët-Boigny has always felt extremely pleased with the benefits Rotarians bring to the population in the domain of health, education, or training, as well as in those of exchanges, resulting in a better understanding among the people."

"More generally speaking, the goal to serve, which is one of Rotary's, is a positive factor which should be encouraged among all men of goodwill.

"I shall add that Rotary is always proud to put men in the focus of its own concerns and to call upon men of goodwill to assist to improve conditions. All the people in charge of this movement throughout the world should be thanked for all the actions they have taken for mankind."

President Canseco (who addressed the delegates in French throughout the conference) then encouraged Rotarians to continue their work to improve health conditions and relations between countries, including increasing the number of youth exchanges among African nations. He outlined, in brief, the components of the Polio 2005 program, and called upon Rotarians in Africa

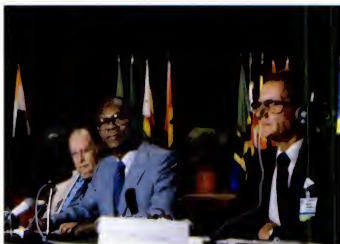


and worldwide to help eradicate polio from the earth by the year 2005, Rotary's centennial.

**A**t the afternoon session, the keynote address was delivered by R.I. Past District Governor Tom Hope, of Freetown, Sierra Leone, who spoke on "The Challenge Facing Rotarians in Africa." Past Governor Hope, a member of the Polio 2005 Committee, stressed the importance of people-to-people contact as the best way to overcome problems in Africa. He encouraged African Rotarians to participate in Friendship Exchanges and to form intercountry committees. Discussion groups in French and English followed his address.

The Thursday morning session of the conference focused on The Rotary Foundation of Rotary International. Past District Governor Michael Allan Colman of Bramley (Johannesburg), South Africa, spoke on "The Foundation for Peace—Its Potential." Rotarian Colman reviewed the programs of the Foundation, and concentrated in particular on completed and ongoing 3-H and Special Grants projects in Africa. Discussion groups on the topic, "How Can Rotarians Give Greater Support to The Rotary Foundation and Its Programs," followed his address.

The afternoon session was devoted to youth. Past District Governor Julius Adelusi-Adeluyi of Ikeja, Nigeria, presented his thoughts in a speech, "Every Rotarian an Example to Youth." Rotarian Julius reviewed the wide variety of Rotary youth activities, but emphasized, as most important, the need for Rotarians to serve



*The head table at a plenary session: From left, President Carlos, Ivory Coast Minister of State Camille Alliali, and Conference Chairman Graham Money.*

*Left: R.I. President Carlos Canseco receives the National Order of the Republic of the Ivory Coast from Grand Chancellor Germain Coffi Gadeau.*

*Opposite page: The conference keynote speaker, R.I. Past Governor Tom Hope, of Sierra Leone.*

as examples to youth in the home and at the workplace.

Thursday evening was a night of fun, fellowship, and hospitality, as members of the four Rotary clubs of Abidjan opened their homes to everyone attending the conference.

On Friday morning, the final day of the conference, Pierre Yangni N'Da, governor of host District 910, spoke on "Communication and Action Through Vocational Cooperation." He cited the responsibility of every Rotarian to cultivate high ethical standards in his profession, emphasizing that every Rotarian should serve society through his occupation.

The conference ended with the President's Banquet, at which time President Carlos was presented with the title of officer for the National Order of the Republic of the Ivory Coast. This high award was presented by Grand Chancellor and Rotarian Germain Coffi Gadeau, of the Ivory Coast, who said of President Carlos: "It is not surprising also that the President of the Republic has distinguished you with the National Order of the Ivory Coast, Mr. President, for you are a first fighter among fighters for peace, and in love for mankind in general and poor people in particular."

The presentation of this high award to President Carlos was a fitting end to the conference. By Friday night the R.I. Conference in Africa had ended, and Rotarians were preparing to return home. Once again they had accomplished what they had set out to do: to increase bonds of friendship and goodwill across the mighty continent of Africa. ❶

*A message from the president . . .*

# **A YEAR ON THE MOVE**

**I**t seems only a few weeks ago, rather than months, that it all began. The 1984–85 year has left my wife, María Aurora, and me only a brief interlude or two to catch our breath. By the end of this Rotary year, we will have visited 126 Rotary clubs in 111 districts in 50 countries—all in the course of attending club anniversaries, charter nights, zone institutes, visiting Rotary projects, and meeting more than a dozen heads of state. The warm welcomes we have received throughout, in urging Rotarians to “Discover a New World of Service” and promoting Rotary around the globe, have been tremendous and will linger indelibly in our minds.

A major objective I have underscored in support of Rotary’s theme is membership development. Rotarians everywhere have been hard at work, aiming to reach one million members in Rotary by 30 June of this year. We now have more than 972,000 members and are closing in on the mark. While the chances of reaching our goal before the end of this Rotary year are questionable, there is still hope. But most important, Rotary is steadily growing. As this is being written, we are 26 percent ahead of 1983–84 in the admission of new clubs, thus bringing more Rotary service to more people.

This year has also witnessed the launching of Rotary’s Polio 2005 Plan. Designed to help rid the world of polio by the year 2005, Rotary’s 100th anniversary, this is perhaps the most momentous step our organization has ever taken. The plan builds upon our already considerable efforts to combat polio, through such means as the Health, Hunger, and Humanity (3-H) Program of The Rotary Foundation of Rotary International. It will ally with the World Health Organization’s Expanded Program on Immunization, UNICEF, and other agencies. With your steadfast support, the Polio 2005 Plan will succeed in making this crippling disease one that tomorrow’s children will know only as history.

Another highlight of the year has been the formation of the R.I. Peace through Education Committee. The committee’s aim is to strengthen Rotary’s role as a leading proponent of international understanding by educating ourselves and others that having a peaceful world is not just a lofty ideal. To help ensure peace, the committee is working to better assist education of the young, the old, the handicapped, the poor, and the underdeveloped.

In addition, two more R.I. branch offices opened doors in 1984–85—the South Asia Branch office in New Delhi, India, and the Southern South America Branch

Office in Buenos Aires, Argentina. This brings to seven the total of branch offices now serving various regions of the Rotary world.

This has also been an outstanding year for The Rotary Foundation. In the first three quarters of 1984–85, contributions to the Foundation ran 11.6 percent ahead of the same period last year, totaling nearly U.S. \$15.4 million. It is indeed my hope that this increase in Foundation support will continue, improving the lives of more people through programs like 3-H, educational scholarships, Group Study Exchange, and others.

**T**his year María Aurora and I were also privileged to attend the magnificent Asia Regional Conference in Manila, the Philippines. An excellent program, chaired by 1986–87 R.I. President-Nominee M.A.T. Caparas and highlighted by addresses from Mother Teresa of India and Cardinal Sin of the Philippines, drew some 3,000 Rotarians and their guests.

Four very successful president’s conferences of goodwill held during the year—for Mexico-U.S.A., Korea-Japan, Africa, and Europe—also helped undergird our efforts to promote better understanding around the world. And at the INTERCHANGE conference, held in Vienna, Austria, in April, some 200 representatives of nonprofit organizations, government, and private industry, as well as Rotary, met to discuss opportunities for educational, cultural, and technological exchange in the years to come.

It has been an exciting and eventful year. But we cannot afford to stand still and reflect upon what we have done. Rather, efforts like the Polio 2005 Plan, the programs of The Rotary Foundation, World Community Service—indeed, all of the many ways Rotary serves others—must be strongly sustained if they are to continue being an effective chorus for international understanding and goodwill. To all Rotarians and Rotary International staff who have helped make 1984–85 a year of high achievement, I extend my heartiest thanks for a job well done—and urge you to energetically support our next president, Dr. Ed Cadman, to make 1985–86 a better year still. ●

CARLOS CANSECO,  
President, R.I.



# this rotary world



**President:** President Canseco will attend meetings in Winnipeg, Mb., Canada, and the Chicago, Illinois, U.S.A., area in June. He will be in his office the balance of the month to conclude details of his year as president before returning to his home in Monterrey, Mexico, the end of June.

**Kansas City update:** As we go to press, only weeks before the 1985 R.I. Convention in Kansas City, Missouri, U.S.A. (26-29 May), more than 12,000 Rotarians and guests have registered. A complete report on the convention's business and fellowship activities will appear in the August issue of THE ROTARIAN.

**A record year?** As this issue goes to press, in early May, all signs point to a record year of membership and club growth. At press time, 621 new clubs have been admitted to R.I. since 1 July 1984—a significant growth trend. The previous all-time high for any year was set in 1983-84, with 714 new clubs. The number of clubs now stands at 21,290.

**Freedom from Hunger Scholarship:** In a move to help alleviate world hunger, the Trustees of The Rotary Foundation of Rotary International have created a new type of educational award called the Freedom from Hunger Scholarship. Fifty such scholarships are tenable for the academic year 1986-87 and will be granted to students in developing countries working toward advanced degrees in agricultural studies. Candidates must be committed to assist the development of agriculturally related institutions in their sending

## Rotary newsline

countries and may receive funding for up to three years of study.

**Polio 2005:** The Rotary Foundation has selected Mejico Alfredo Angeles Suarez, Vice Minister of Health of the Dominican Republic, as the first immunization expert to serve as advisor to the Polio 2005 Plan. Mr. Angeles directed his country's first mass polio immunization effort in 1983 and 1984, and was recently advisor to mass immunization programs in El Salvador and Honduras. His government has granted him six months leave to work for the Foundation. Rotary International has pledged to raise U.S. \$120 million to fund experts, vaccine, and equipment, along with providing volunteers, to implement the Polio 2005 Plan.

**Foundation Trustee appointed:** Dr. Sabino "Benny" Santos has been named Trustee of The Rotary Foundation by President Carlos Canseco. He fills the position vacated by R.I. President-Nominee M.A.T. Caparas. A Rotarian since 1962, Benny is a past president of the Rotary Club of

Malolos, Philippines, and past governor of District 380. He has served as a member of the R.I. World Community Service Committee and the Health, Hunger, and Humanity Committee. An ophthalmologist, Benny is director of the Santos Clinic in Malolos.

### Meetings this month:

31 May-4(5) June . . . Interim meeting, Board of Directors, Kansas City, Missouri, U.S.A.

31 May-1 June . . . Programs Committee (The Rotary Foundation of Rotary International), Kansas City.

31 May-1 June . . . Development Committee (The Rotary Foundation), Kansas City.

31 May-1 June . . . Finance Committee (The Rotary Foundation), Kansas City.

3-5 June . . . Trustees of The Rotary Foundation, Kansas City.

**Vital Statistics:** As this issue goes to press, there are 21,290 Rotary clubs with a membership of 973,398 in 159 countries and geographical regions. Also, there are 4,665 Rotaract clubs with a membership of 93,300 in 101 countries, and 4,761 Interact clubs with a membership of 104,142 in 82 countries. New Paul Harris Fellows since 1 July 1984: 13,629. Total of Paul Harris Fellows: 121,138.

### Future conventions of R.I.:

Las Vegas, Nevada, U.S.A., 1-4 June 1986.

Munich, Germany, 7-10 June 1987. Philadelphia, Pennsylvania, U.S.A., 22-25 May 1988.

Seoul, Korea, 21-24 May 1989.



## images of Rotary

**Malaysia**—Children learn trust and teamwork in an exercise conducted by the Outward Bound School in Lumut. The Rotary Club of Pudu sponsored 35 youngsters—many from Rotarian families—to attend the school's first outdoor training course for children. The 10-day program teaches survival techniques, kayaking and sailing, mountaineering, and camping skills.



**Nigeria**—Members of the Rotary Club of Warri donate a gas stove to the children of a local orphanage. The orphanage, run by a Catholic mission, was built by the club in 1984.



**Canada**—Rotarians of Kincardine, On., create a waterfall for visitors to the local Rotary Park. Club members participated in every stage of the park's development—including its construction. The park features fragrant flower gardens, man-made ponds, and a picnic shelter.



**India**—Without flinching, a boy receives his measles vaccination in a village near Coimbatore. The local Rotary club set up 10 health centers outside the city, each staffed by a Rotarian, a physician, three medical technicians, and a Rotaractor. The centers immunized 7,000 children in one day.

**Korea**—Right: Members of the four Rotary clubs in Pohang direct congested traffic on national examination day. Rotarians also provided transportation to many senior high school students taking the college-entrance exam.



**Wales**—Below: The needs of the hearing-impaired have not fallen on deaf ears in Haverfordwest. The local Interact club initiated "Ear Push" to raise funds for deaf children in Pembroke. The spirited Interactors pushed a 1.2-metre (4-foot) plaster "ear" on a trolley from Haverfordwest to Trenby—a distance of 48 kilometres (30 miles). The event, sponsored by local businesses, raised more than £500.



## the clubs in action

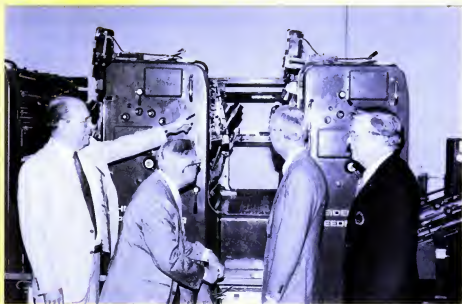
### Friends across the border

The annual exchange visits of Rotarians and their wives across U.S./Mexican borders started soon after the marriage of U.S. Rotarian Wallace Wade to Socorro Guzmán, a businesswoman from Monterrey, Mexico. Wallace, a member of the Rotary Club of Brookhollow (Dallas), Texas, U.S.A., proposed plans for an intercountry group exchange during one of his make-up meetings at the Rotary Club of Monterrey Industrial—a club that R.I. President Carlos Canseco helped to establish in 1978.

In 1979, nine Mexican couples made the short flight from Monterrey to Dallas to enjoy the down-home hospitality of their Texas hosts. Highlights of the trip included excursions to the city's shopping malls and a Dallas Cowboys football game. The Brookhollow Rotarians followed with a visit to Monterrey, where they were treated to spicy meals at Mexican cafes, colorful rodeos, and formal dinners in patio gardens. The U.S. Rotarians also were taken on an industrial tour of Monterrey to visit facilities related to their vocations.

Six couples participated in the most recent trip to Mexico, arranged in October 1984. One of the most memorable events was a buffet dinner hosted by a Monterrey club member at his lakefront home. The Rotarians and their wives feasted on barbecued beef, chicken, refried beans, and Mexican beer. Other highlights of the exchange included a "sing fest" at a Mexican cafe and a hearty sampling of *cabrito* (barbecued goat).

Virgil Heidbrink, a member of the Brookhollow (Dallas) Rotary Club, commented during the trip, "The



Mexico—Rotarians of Brookhollow (Dallas), Texas, U.S.A., survey a printing plant at the Carta Blanca Brewery in Monterrey. The U.S. Rotarians are participating in a vocational tour of the city, arranged by the Rotary Club of Monterrey Industrial. Each year, the clubs organize an exchange visit to strengthen ties between members and international relations between the two countries (see item). Left to right: Richard Vestal, Roland Caze, Virgil Heidbrink, Bob Burke.

Mexicans are always so gracious and friendly. I plan to move down there when I retire."

Adds Maria Teresa de Sheridan, wife of the 1979 Monterrey Industrial club president Guillermo (Bill) Sheridan, in a letter to the Brookhollow Rotarians, "Your hospitality, friendliness, and personal interest will not soon be forgotten. We will be waiting for you next year with open arms and more tasty Mexican dishes."

### Rotary park projects

The Rotary Club of Sheboygan, Wisconsin, U.S.A., contributed \$75,000 to build Rotary Riverview Park, the primary focus of the city's lakefront development project. The spacious park, located along the north bank of the Sheboygan River, features terraced walkways and a boardwalk near the water's edge. The funds for the project were raised during the club's annual Coho Salmon Fishing Derby.

Local Mayor Richard Suscha praised Sheboygan Rotarians for their outstanding community service. He observed during the park's dedication ceremonies, "Today, just as 100 years ago, there is a group of men—the Rotarians—who realized the million-dollar bonanza we have

in our waterfront location. What the Rotarians all share is a willingness to utilize their time and talent, enabling all our citizens to enjoy our city even more."

• Rotarians of Longview (Greggton), Texas, U.S.A., devoted three years to raising funds for a very special project. Club members contributed \$30,000 to construct a barrier-free park for disabled members of the community. Donations from individuals and companies ranged from \$25 to \$6,000. Local contractors also assisted in the project by donating labor and materials. The park, completed in February 1984, features an open-air pavilion (built by club members), a wading pool, a merry-go-round, sandboxes, and a wheelchair exercise course. All of the park's facilities are accessible by wheelchair. Although the Rotarians received extensive media publicity, their greatest satisfaction came from helping those who have never before experienced the weightless joy of a swing or the exhilarating whirl of a merry-go-round.

• Rotarians of Cullman, Alabama, U.S.A., joined efforts with the local school board, park district, mayor, and Cullman Power Board to develop a new community park. The club contributed more than \$16,300



toward the project with funds raised during its annual auction. The park, dedicated in June 1984, offers a one-mile running track with 32 exercise stations and six tennis courts. In addition, an all-night lighting system was installed for safety purposes and evening use of the facilities.

- The Rotary Club of Geelong, Vic., Australia, operates a 70-metre water slide at the Kardinia Park Pool Complex. The club worked with the two local city councils to develop the project in 1983. Despite the unseasonably cool weather and construction delays, the slide has turned in a healthy profit. The proceeds are used to fund local club projects.

- The Rotarians of Glenwood Springs, Colorado, U.S.A., donated nearly \$25,000 to construct a Victorian-style gazebo for a community park. The funds were raised during the club's annual auction.

## Community service

Rotarians of District 313 published more than 2,000 copies of an educational booklet on the science of cross-breeding dairy cows. The district invested about Rs 20,000 (U.S. \$1,830) to prepare and publish the illustrated booklet, which is being sold to local farmers.



**Singapore**—A puff of smoke marks the 50th anniversary of membership for Lien Ying Chow, in the Rotary Club of Singapore. Lien, 79, was presented with a Rotary birthday cake to celebrate his years of dedicated service. Club President Koh Choon Hui looks on as Lien blows out his candles to a resounding chorus of "Happy Birthday to You."

- The Rotary Club of Orlando South, Florida, U.S.A., recently donated \$5,000 to the Russell Home for Atypical Children. The facility, founded by Mrs. Vantries Russell, provides a home for 40 disabled children who might otherwise be in institutions. Club members also recently painted part of the building and installed aluminum siding.

- Rotarians of Port Colborne, On., Canada, purchased a piano for patients of the Long Term Care Unit at the Port Colborne General Hospital.

- The Rotary Club of Coimbatore Central, India, installed a bore well, pump, and overhead tank at a cost of Rs 60,000 (U.S. \$5,500). The well will provide fresh drinking water to the village of Kanuvai.

- Rotarians of Kingsport, Tennessee, U.S.A., donated a personal computer and printer to the local juvenile court. The computer is used to analyze crime statistics and maintain detailed court records.

- The Rotary Club of Bahari-Mombasa, Kenya, built 12 bus shelters for local travelers at a cost of 217,000 shillings.

- Rotarians of Surabaya, Indonesia,

helped to establish three day-care centers for preschool children. The club also installed more than 60 hand pumps in local villages.

## Traverse City tradition

Every spring, the "bigwigs" of Traverse City, Michigan, U.S.A., start to feel a little nervous—especially if they've done something foolish in the past year. Spring is the time for the annual Rotary Minstrel Show, a fund-raising event sponsored by the local Rotary club. Last year, Traverse City Rotarians raised more than \$25,000 through the sale of tickets, advertisements, and refreshments. The event features music, dance, and comedy acts, but the main attraction is the relentless lampooning by the Rotarians of local institutions and personages.

"Sometimes a wounded politician will complain about being unfairly singled out, but most victims quickly learn that the best response is to laugh louder than anyone else in the audience," writes club member Orren B. Robbins.

Since 1942, the event has grown in popularity and has reaped a total net profit of \$292,634 over the years. The money is channeled into the club's Good Works Fund, which has financed a wide range of community projects.

## Anniversary clubs

One club was organized within the National Association of Rotary Clubs in June 1910. Congratulations to the Rotary Club of Lincoln, Nebraska, U.S.A., for its 75 years of service.

Twelve clubs were admitted to membership in Rotary International in June 1935. They were:

Australia—Victoria: Castlemaine.  
Canada—Nova Scotia: Glace Bay.  
Quebec: The Boundary, Rock Island.

Denmark—Hjørring.

England—Morden.

Italy—Luca.

Japan—Gifu; Kanazawa;

Tokushima.

U.S.A.—Maryland: Pikesville.

Nevada: Yerington.

New York: Holley.

Congratulations to these clubs upon their 50 years of service.



**Spain**—The Rotary Club of Valencia donated a sculpture to the community to honor residents who have promoted culture and the arts. The sculpture was designed by local Rotarian Vicente Ferrán, a well-known artist.

# The Rotary Foundation of Rotary International

## Attack on polio in The Gambia

BY JULIA MCEVOY

A chorus of howling children fills the Lemon Street Clinic in Banjul, capital of the small west African country of The Gambia. But it is a healthy chorus—these children are being immunized against a disease that once killed or crippled four out of 1,000. And that is music to the ears of Rotarians around the world.

The immunization effort, aimed at protecting 200,000 children against polio in five years, is being supported by a U.S. \$50,000 grant awarded through the Health, Hunger, and Humanity (3-H) Program of The Rotary Foundation of Rotary International. In 1983, Rotary joined forces with Gambia's Medical and Health Services System to fight polio, volunteering to supply all the vaccine the country needed. Gambia's extraordinary health-care network was only too happy to distribute the vaccine to the children.

The partnership is based on dedication and cooperation. Not surprisingly, it's a successful one, as statistics, which have changed dramatically here over the past two years, will show. Today, 80 percent of Gambia's children are protected against polio.

Immunization begins when a baby is just two months old. Eight kilometres (five miles) from Banjul, in the village of Serekunda, is a clinic that receives some 230 women, infants in tow, each day. "Things look disorganized around here," laughs Sister Marie-Thérèse, head of a mobile health care unit that has stopped in Serekunda to help out, "but they're really not. Things go very smoothly."

Not all women can make it to a



*Rotarian Fred Oldfield, Gambia's medical and health care director, tells Rotary Foundation Scholar Julia McEvoy how the country's network of clinics operates.*

*A child receives a dose of oral polio vaccine at the Lemon Street Clinic in Banjul. Gambia's health-care system, one of the best in the developing world, is well on its way toward integrating Rotary's polio immunization program.*



clinic, so mobile teams like Sister Marie-Thérèse's drive into the remote bush villages—provided they have a vehicle that runs and enough fuel—to bring health care to the people.

"Our biggest fear is that we cannot do enough," Sister Marie-Thérèse continues. "People expect so much from us. They are very health conscious. This is because we have made health care our number-one priority."

Says Gambia's Medical and Health Care Director, Rotarian Fred Oldfield, "If there is one flaw in the system it is logistics. We do not have enough vehicles, and they are old and break down. The cost of fuel is very high. If we can't get there, people are very disappointed. They are counting on us."

But the program in The Gambia is well organized—even a mishap such as a truck going out of commission is taken into consideration when schedules are made.

One component of the system the Gambian people never have to worry about is the supply of polio vaccine available. "Rotary's contribution is significant," says Dr. A. B. Hatib Njie, assistant director of The Gambia's Medical and Health Services Department and president of the Rotary Club of Banjul. "This year alone Rotary will contribute 125,000 immunization doses, plus cold-chain equipment."

Fred Oldfield hopes Rotary's project in The Gambia can serve as a model for anti-polio campaigns in other countries: "Rotary here works within the existing health-care system. The key is to provide a total health-care package for the child."

What can Rotarians in other polio-stricken countries do?

Says Fred, "Rotarians can stimu-



late activity—they can work with the political system and get people in it to understand the importance of the immunization program. Where there isn't that awareness in the community, they can work with citizens and get them to recognize their health needs. In The Gambia we are very fortunate—we've been in contact with our communities for many years and have faith in the health-care system."

• Julia McEvoy is a Rotary Foundation Scholar studying journalism at the University of Dakar in Senegal.

## And in Senegal . . .

In neighboring Senegal, a U.S. \$219,000 3-H project targets a population six times that of The Gambia's. In the capital city of Dakar, the need for a polio immunization program is oppressively obvious. Around nearly every street corner a limble or crippled child crawls or reaches out, asking for alms "in the name of Allah."

The challenge here will be greater. François Pandolfi, president of the Rotary Club of Dakar, reports that shipments of polio vaccine have begun to arrive. But the city's two Rotary clubs are still working with Senegal's Ministry of Public Health and international agencies to overcome the formidable logistics of effectively reaching the country's population.

A morale boost came in December 1984, when the Rotary Club of Toronto, Ont., Canada, donated artificial limbs, crutches, and special shoes to Senegalese polio victims. The effort was part of a larger project jointly sponsored by the Canadian International Development Agency, R.I. District 707, and The Rotary Foundation. The shipment was gratefully received by Senegal's National Center for the Handicapped.

—JULIA MCEVOY

## Development seminars scheduled for July

Rotarians are invited to attend any of four Rotary Foundation seminars to be held in the U.S. in July. The seminars, conducted by Foundation staff, are designed to introduce district leaders to concepts, techniques, and new ideas that have proven successful in improving the quality of

Foundation programs and development efforts at the district level. The seminars will be held:

**16 July 1985** Detroit, Michigan  
Hilton Airport Hotel

**18 July 1985** Knoxville, Tennessee  
Hyatt Regency Hotel

**23 July 1985** Houston, Texas  
Wyndham-Greenspoint Hotel

**25 July 1985** San Diego, California  
Sherman Harbour  
Island-East

The seminars are free of charge. Participants will develop skills in organizing and administering a comprehensive Rotary Foundation plan for their district. Present and incoming Foundation committee members are particularly encouraged to attend. For more information, call Catherine Powers at the Central Office in Evanston, 312/328-0100.



The following is a partial summary of the decisions made by the Board of Directors of R.I. at its second meeting, held at the Central Office of the Secretariat in Evanston, Illinois, U.S.A., on 2-8 November 1984. Other decisions of general interest were reported in the April issue.

**International Planning Conference of Rotary International**—The Board agreed that, to test the feasibility of an international planning conference of R.I., a "Forum on the Future of Rotary," for the purpose of proposing new programs and activities for Rotary clubs and districts, and of exploring and planning ways to improve the programs of Rotary which tend to bring about a better world, be held as a part of the program of, or in conjunction with, the 1987 convention, scheduled to be held in Munich, Germany.

**Women Relatives of Rotarians**—Recognizing the need to adopt a clearer and more definitive policy with respect to organizations of women relatives of Rotarians, the Board encourages Rotary clubs to informally sponsor

organizations of groups of wives of Rotary members within the following guidelines:

- 1) the ladies auxiliary group, committee or organization should be associated with and maintain regular liaison with the local Rotary club of which their husbands are members;
- 2) the objectives of the organization of wives of Rotarians should include the support of Rotary club service activities, the encouragement of friendship among the members and the promotion of the general ideals of Rotary;
- 3) the activities, projects and programs of the group should be principally in support of or complementary to the objectives of the local Rotary club.

It is the intent that auxiliary-type groups or organizations only be informally associated with the local Rotary club. Further, the Board, aware of the excellent service and fellowship activities of incorporated and formally established clubs and organizations of women relatives of Rotarians, commends and encourages their programs of service; however, in accordance with the policy of R.I., the programs and activities of other organizations cannot be endorsed by Rotary International, no matter how meritorious their activities may be. (The previous policy of the Board with respect to organizations of women relatives of Rotarians appears on pp. 12-13 of the 1984 English-language edition of the *Manual of Procedure*.)

**Peace Through Education Committee, Report of**—In consideration of recommendations from the Peace Through Education committee, the Board, recognizing that a number of programs and activities currently exist at the club level to promote peace, agreed that greater awareness by clubs of the means available to achieve that purpose is needed. In this connection, the Board encourages clubs to give particular emphasis to the following means to promote peace through educational and exchange activities:

- 1) sponsorship by clubs and districts of world affairs seminars for secondary school students (such as the "Adventure in International Understanding," "Critical Issues," or World Affairs Institutes);
- 2) expanded participation in Rotary exchange programs such as the Youth Exchange program (possibly through more direct involvement of Rotary spouses) and the Pilot Rotary Friendship Exchange program;
- 3) programs of hospitality for international students attending universities in the area, where possible utilizing local Rotary Foundation alumni;
- 4) including international students in a speakers bureau to address primary and secondary school classes;
- 5) inclusion on district conference programs of major speakers or debates on international issues (including the nuclear age and international trade issues);
- 6) personal involvement by Rotarians in International Youth Year and the International Year of Peace activities at local and national levels.

**The Objective of The Rotary Foundation**—The objective of The Rotary Foundation of R.I. appears on p. 123 of the 1984 English-language edition of the *Manual of Procedure*.

For clarity purposes, the trustees, at their October 1984 meeting, adopted the following unofficial alternate version of the objective of the Foundation, in which the Board at this meeting concurred:

The objective of The Rotary Foundation of Rotary International is the achievement of world understanding and peace through international charitable and educational programs.

# the president's travels

**Michigan, U.S.A.**—Centenarian Bartlett Wager, of the Rotary Club of Pontiac, receives his Paul Harris Fellow pin from President Carlos at a banquet celebrating the 75th anniversary of the Rotary Club of Detroit. Bartlett, a Rotarian for 34 years, was the first of 104 individuals to be awarded Paul Harris Fellow recognition at the gala event.

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**Ivory Coast**—At the President's African Conference of Goodwill in Abidjan, President Carlos joins hands in fellowship with Pierre Yangni N'Da, governor of District 910, left, and J.J. Goirand, president of the Rotary Club of Abidjan. The conference drew over 400 Rotarians, wives, and guests from 29 nations.



**Illinois, U.S.A.**—President Carlos and his wife, Marta Aurora, take time out following a meeting with Rotarians from the Springfield area to visit the tomb of Abraham Lincoln. Observing a local custom, they give the nose of the U.S. president's bust a rub for good luck.

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## Rotarian authors

Distant Horizons, by Dr. E.M. Cralley of Fayetteville, Arkansas, U.S.A. (available through University of Arkansas Book Store, Student Union Building, University of Arkansas, Fayetteville, AR 72701, \$9.95, inclusive of postage and handling). "Upon retirement at the age of 67," says the author, "I decided to write a book outlining some of my philosophy regarding the art of living." His book is a mixture of memories, observations of nature, common-sense, and the old-fashioned virtues. "I would rather," he writes, "release an apology than embrace wrong."

## In memoriam . . .

With deep regret the organization reports the death of Past R.I. Director Ray Jenkins, Denver, Co., U.S.A., 1963-65; and the deaths of the following past district governors who have served Rotary International: Eduardo Saenz Garcia, La Paz, Bolivia, 1946-47. Leon R. Graham, Austin, Tx., U.S.A., 1950-51. Erling Ingolf Hagen, Oslo, Norway, 1955-56. Paul M. King, Ripley, W.V., U.S.A., 1957-58. Ira Kersnick, Fort Worth, Tx., U.S.A., 1958-59. Jens Bugge Olsen, Fredrikstad, Norway, 1959-60. Clark B. Bristol, Manchester, N.H., U.S.A., 1962-63. Glenn D. Clark, St. Joseph & Benton Harbor, Mi., U.S.A., 1963-64. Arthur Shirley Russell, Hinkley, England, 1968-69. Lemuel H. Rhodes, Olivet, Mi., U.S.A., 1973-74. Augusto Ferri, Perugia, Italy, 1977-78. Frank R. Gills, Newcastle-under-Lyme, England, 1977-78. Dr. Stanley D. Roth, Sr., Olaihe, Ks., U.S.A., 1977-78. Dr. Edward Sammut, Malta, Malta, 1979-80.

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# Argentina/the United Kingdom

Partners in Rotary goodwill



The spirit of Rotary has a way of smoothing relations between nations, even when those nations have disagreements over matters of politics and territory. Because of his own strong belief in this special capacity of Rotary as an agent of goodwill, President Carlos Canseco invited Rotarians from Argentina and the United Kingdom—two countries whose relations were strained by the crisis in the Falkland (Malvinas) Islands in 1982—to meet in committee during the 1985 International Assembly in Nashville, Tennessee, U.S.A. This was not the first meeting of Argentine and British Rotarians; they had come together at the 1984 Assembly in Boca Raton, Florida, U.S.A., in a breakfast meeting of district governors-nominee from the two countries. At that first gathering the incoming governors agreed to begin an exchange of newsletters, correspondence, and magazines.

In Nashville, President Canseco urged the newly formed Argentine-British Relations Committee to continue to work toward establishing additional cooperation between Rotarians of the two countries.

During the 1985 Assembly, the committee investigated all aspects of Rotary's programs and opportunities for service and made the following recommendations:

- That the president appoint repre-

*The Argentine-British Relations Committee (left to right): Past District Governor Wladimiro Muller, Argentina; R.I.B.I. Vice-President Jack R. Croxford, United Kingdom; R.I. Past Director Miguel A. F. Artola, Argentina; R.I. President Carlos Canseco; R.I. Past Vice-President George Arceneaux, Jr. (Chairman), U.S.A.; R.I. Director Geoffrey Pike, United Kingdom; Past District Governor Jorge Smiles, Argentina; and R.I.B.I. Vice-President-nominee William H. Huntley, United Kingdom.*

sentatives from Argentina and the United Kingdom to attend district conferences in one another's countries, and that the representatives stay beyond the conference period to visit clubs and meet with local Rotarians—learning something of the other country's language, customs, and traditions.

- That districts within the two countries be matched, based on such contacts as those made during the visits of the president's representatives.
- That four additional Rotary Foundation Group Study Exchanges be arranged between districts in the United Kingdom and Argentina.
- That a special two-day Conference of Goodwill be held for Rotarians and their wives from the two countries, immediately following the 1986 International Assembly and subsequent assemblies.

- That a special register of World Community Service projects be established in which the two countries can cooperate.

- That a supplemental program of grants for teachers of Spanish and English be developed in secondary schools in Argentina and the United Kingdom by The Rotary Foundation of Rotary International as a variation on and extension of the Foundation's program of Grants for University Teachers.

- That contacts between young people of both countries be encouraged through Interact and Rotaract by means of correspondence and taped messages of goodwill.

- That Rotarians and clubs of the two countries join in meeting the needs of such R.I. programs as 3-H, and in regional efforts such as the prevention of *Chagas*, a disease common in some Latin American countries, which is transmitted by the bite of a beetle.

The committee also recommended the establishment of an Argentina-GB&I Intercountry Committee to foster, maintain, and strengthen relationships between the two countries.

The report concluded: "Our mission here—to fulfill its potential—must and shall be maintained as the basis of a lifetime friendship, rather than simply the temporary product of this meeting."

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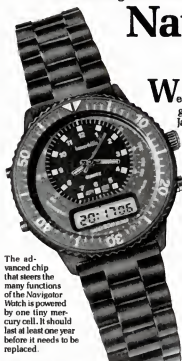
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"Nope," said the old man, "there ain't."

"Then what's the object of fishing here?" the visitor asked.

"The object," replied the old man, "is to show my wife I have no time to peel potatoes."

—*Rotary Club Bulletin*  
Spring Lake, Michigan, U.S.A.

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In brief, the externally visible features are: two lookers, two hookers, four standuppers, four hang-



"I wanted that 'to go'..."

downers and a swishy-wishy.

—*Rotary Club Bulletin*  
Boulder City, Nevada, U.S.A.

A teenage girl ran to her father and said, "Daddy, Ronald wants me to marry him. Should I accept?"

Her father peered over his newspaper and said, "Go ask your mother. She made a better decision than I did."

—*Rotary Club Bulletin*  
Margaretville, New York, U.S.A.

Two not-too-bright brothers decided to take on a major construction project and visited their hometown lumberyard.

"We want some two-by-fours,"

said one brother to the attendant.

"How long do you want them?" asked the attendant.

"Wait a minute," said the aspiring carpenter, and ambled over to speak to his brother sitting in a pickup.

"We want them a long time," he returned to report. "In fact, we don't plan to bring them back. We are building a six-bedroom house."

A middle-aged businessman entered the elevator with his wife for reservations at an exclusive rooftop restaurant. Just before it started its 80-floor journey, a shapely young woman who happened to work in his office rushed into the elevator.

Noticing the man, she nudged him with a slinky shoulder and said, "Why, hello there, cutie pie. I didn't expect to see you here."

His wife leaned over and answered icily. "We didn't expect to see you either. I'm Mrs. Pie."

During a royal tour, a long line of people waited to be presented to Prince Philip, the Duke of Edinburgh (and an honorary member of four Rotary clubs in England). When a young married couple were presented as "Mr. and Dr. Robinson," the Duke raised his eyebrows. Mr. Robinson quickly explained that his wife was a doctor of philosophy and "very much more important than I."

"Ah yes," the Duke replied, "we have that trouble in my family, too."



"You're obscure, Smith. I'm not. That's why I'm here and you're there."

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